



**CITY OF NOVI**  
**Administrative ePacket**  
**April 02, 2026**

**Council Action/Attention**

[Plante Moran Realpoint Update](#)

[Shockey Consulting Novi 2050 Strategic Plan Update](#)

[GLWA Contract Amendment - Herczeg](#)

[Public Utilities and Technology Committee GLWA Action Items Response - Herczeg](#)

[Meadowbrook Commons Managment Agreement - Muck & Kieser](#)

[2026 Citizen Survey - Walsh-Molloy](#)

**Departmental Updates**

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[Novi Weekly Road Construction Update \(3/31 - 4/6\)](#)

**For Your Information**

[RCOC Road Report 1st Quarter 2026](#)



# City of Novi - Project Status Overview

## Status Summary

Novi City Council Weekly Update #59

As of:

4/1/2026

Overall  
Status

In progress

## PMR Previous Activities (October 2024 – April 2026)

### Design

- Bi-weekly design meetings continue to occur on Mondays.

### Other

- Technology contract is being circulated for City review and signatures.
- ~~PMR update to City Council occurred on 3/23/26.~~
- HED/BRW providing alternate PSB conceptual designs in response to utility issues discovered during the Road Project.

## Upcoming Activities

### Governance

- City Council's remaining approvals consist of ~~budget~~; schematic design; design development; ~~technology vendor~~; furniture vendor; contractor bid packages; change orders (CO's) ~~in excess of \$100,000 and/or 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

- ~~HED conceptual design presentation to FAC scheduled for 4/13/26; schematic presentations scheduled for May for the FAC and Council.~~
- FAC meeting will be held on 4/13/26 or 4/20/26 for feedback regarding PSB conceptual design options pertaining to Road Project utility issues.
- 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.
- HED to coordinate a community Neighbors Meeting for FS 2 and FS 3 sites in Spring or Summer 2026.
- Design of PSB is contingent upon DTE approved utility relocation plan and additional site work approvals.

### Other

- The next PMR's Owner's Meeting with Novi will be on 4/6/26.
- PMR exploring implementation of dashboard in 2<sup>nd</sup> Quarter 2026.

## Areas for Discussion

### Site Due Diligence / Budget Items Checklist:

- PMR and HED working to populate necessary items for site plan approval
- ### 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 estimates due in ~~two weeks~~ one week.

### Procurement and Contracts

- Site work/land clearing to occur 3<sup>rd</sup>/4<sup>th</sup> Quarter 2026 (some tree clearing and dirt removal is currently underway at PSB site)
- 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 2<sup>nd</sup> Quarter 2026.
- Future procurement services will include Materials Testing and Building Envelope Consultant.



# City of Novi – Strategic Plan Status Update

As of: 4/2/2026

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

| Recent Progress                                                                                                                                                                                                                                                                                                                                                                                                                                            | Upcoming Efforts / Engagements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Conducted LRSPC Workshop, including:               <ul style="list-style-type: none"> <li>Previewed initial results from Community Vision Survey (313 responses to date)</li> <li>Previewed Council/Board/Commission survey</li> <li>Revised schedule for topic-based surveys</li> </ul> </li> <li>Launched Sounding Board group (28 sign-ups to date)</li> <li>Launched Council/Board/Commission survey</li> </ul> | <ul style="list-style-type: none"> <li>Topic-specific surveys               <ul style="list-style-type: none"> <li>Finalize schedule for each survey</li> <li>Staff Leadership Team review of issue papers to be used in future engagement and creation of draft goals</li> </ul> </li> <li>First in-person visit (4/27-28)               <ul style="list-style-type: none"> <li>LRSPC Workshop – 4/27</li> <li>Staff Leadership Team Workshop – 4/28</li> <li>Community Workshop – 4/28</li> <li>Podcast Recording – TBD</li> <li>City Tour – TBD</li> </ul> </li> </ul> |

| Input Needed                                                         |
|----------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>None at this time.</li> </ul> |

# MEMORANDUM



**TO:** VICTOR CARDENAS, CITY MANAGER  
**FROM:** JEFFREY HERCZEG, DIRECTOR OF PUBLIC WORKS  
**SUBJECT:** GLWA CONTRACT AMENDMENT  
**DATE:** APRIL 2, 2026

In June 2009, Novi entered a 30-year contract with the Great Lakes Water Authority (GLWA), then the Detroit Water and Sewerage Department, for wholesale purchase of drinking water. GLWA assumed control in 2016 and scheduled all wholesale customers to a 4-year review cycle for water service contracts. This allows opportunity for member partners to make any operational adjustments deemed appropriate and acceptable by GLWA.

Following construction of the West Park Storage Facility, Novi was able to reduce its Peak Hour and Maximum Day volumes (which are drivers in rate methodology) and saw an immediate reduction in rates and revenue requirement. The Max Day value refers to the amount of daily water usage permitted per the GLWA contract and Peak Hour value refers to the maximum allowed rate of flow over a specific one-hour period (selected by GLWA in peak summer season).

Since 2015, negotiated values have remained constant based on historical data and the expectation of steady volume increases from development. However, staff have continued to refine the use of our water storage with advances in system monitoring technology, and improved operational efficiencies. Additionally, the anticipated volumes from development have not been as impactful and/or are offset by low-flow fixtures. Public awareness about irrigation and best practices for water use are now the norm and regional demand is down across the board.

## Novi Data Summary

| A                               | B                                | C                          | D                        | E                        | F                                 | G         |
|---------------------------------|----------------------------------|----------------------------|--------------------------|--------------------------|-----------------------------------|-----------|
| Fiscal Year Ending <sup>1</sup> | Charge Volume (MCF) <sup>2</sup> | Annual Billed Volume (MCF) | Base Months Volume (MCF) | Peak Months Volume (MCF) | <i>Highest Demonstrated (MGD)</i> |           |
|                                 |                                  |                            |                          |                          | Max Day                           | Peak Hour |
| 2016                            | -                                | 304,312                    | 112,547                  | 191,764                  | 13.1                              | 16.4      |
| 2017                            | 263,000                          | 314,145                    | 112,698                  | 201,446                  | 13.3                              | 18.0      |
| 2018                            | 273,900                          | 307,280                    | 111,221                  | 196,060                  | 14.7                              | 17.0      |
| 2019                            | 294,700                          | 286,696                    | 114,259                  | 172,437                  | 12.6                              | 15.6      |
| 2020                            | 303,700                          | 295,764                    | 105,209                  | 190,554                  | 14.0                              | 14.5      |
| 2021                            | 295,500                          | 312,279                    | 110,276                  | 202,003                  | 11.3                              | 13.5      |
| 2022                            | 292,400                          | 299,416                    | 116,868                  | 182,548                  | 12.8                              | 14.9      |
| 2023                            | 292,600                          | 319,821                    | 114,775                  | 205,046                  | 11.9                              | 14.4      |
| 2024                            | 303,800                          | 291,204                    | 115,147                  | 176,057                  | 10.9                              | 14.9      |
| 2025                            | 298,600                          | 280,575                    | 105,387                  | 175,188                  | 9.5                               | 14.6      |

Based on the historical values above, the approach to setting Max Day and Peak Hour contract values has been very conservative to avoid overages and incurring other costs or penalties just for a minor reduction in rates. However, the 10-year data used to calculate the reduction is directly from GLWA, who supports the proposed amendment summarized in the table below.

#### Historical Contract Values and Proposed Amendment

| Amendment                                                | Maximum Day Flow (MGD) | Peak Hour Flow (MGD) |
|----------------------------------------------------------|------------------------|----------------------|
| Original Contract (2009)                                 | 18.6                   | 34.5                 |
| Amendment No. 1 (2011)                                   | 16.8                   | 24.5                 |
| Amendment No. 2 (2013)                                   | 17.5                   | 28.0                 |
| Amendment No. 3 (2013)                                   | 17.9                   | 28.6                 |
| Amendment No. 4 (2015)                                   | 19.0                   | 19.0                 |
| Amendment No. 5 (2018)                                   | 17.0                   | 19.0                 |
| Amendment No. 6 (2022)                                   | 17.0                   | 19.0                 |
| Amendment No. 7 (2026)<br>(currently proposed amendment) | 15.3                   | 16.5                 |

MGD – Million Gallons Per Day

Staff will bring forward the **Contract Amendment to the City Council Meeting on April 13, 2026**, for City Council consideration. The rate adjustment takes **effect July 1, 2027** (FY 27-28) and is anticipated to be a significant reduction in revenue requirements for the City. Since the actual reduction is based on all the other member contract negotiations (which will be completed by fall 2026) and their impact on GLWA revenue, staff can only estimate the reduction amount to be between **\$800K - \$1M per year**.

# MEMORANDUM



**TO:** PUBLIC UTILITIES AND TECHNOLOGY COMMITTEE  
**FROM:** JEFFREY HERCZEG, DIRECTOR OF PUBLIC WORKS  
**SUBJECT:** GLWA ACTION ITEMS RESPONSE  
**DATE:** APRIL 2, 2026

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On March 19, 2026, representatives from Great Lakes Water Authority (GLWA) attended the Public Utilities and Technology Committee for a question-and-answer session on the ongoing projects and recent 48" water main repair along 14 Mile Road. Please find below the requested action items, responses, an updated transmission main location map and associated table are included for your reference.

**1. Request that GLWA consider creating a separate webpage or portion of our webpage the City can direct Novi customers for updated information.**

*GLWA Response: For emergencies, GLWA regularly distributes news releases through Member Outreach and updates the GLWA website [Great Lakes Water Authority - Michigan's source for water](#) as major milestones are completed. GLWA will consider this request and evaluate current communication methods and frequencies. For large projects with community impacts, GLWA hosts a project-specific webpage – we did this for the 42-inch main project on 14 mile and that webpage, with traffic and project updates, can be found here: [14 Mile 42-inch Water Main Project - GLWA](#)*

**2. Request GLWA provide Novi weekly progress updates.**

*GLWA Response: GLWA will/has provided your staff with weekly updates on project status.*

**3. Request GLWA host a Town Hall meeting while work on 14 Mile is still underway.**

*GLWA Response: GLWA hosted an open house meeting in North Novi before we began work on the 42-inch project along 14 Mile. We will also consider hosting another open house as we are preparing for a long-term solution to address the issues with the 48-inch main.*

4. **Request that GLWA attend their monthly PU&T Commission meeting at least until the project is completed.**

*GLWA Response: GLWA will attend their monthly PU&T Committee meeting as necessary in-person or via zoom.*

5. **Suggest that GLWA provide a FAQ on our website.**

*GLWA Response: A FAQ page exists for the 42-inch project and can be found here: [42-inch Main Project FAQs - GLWA](#).*

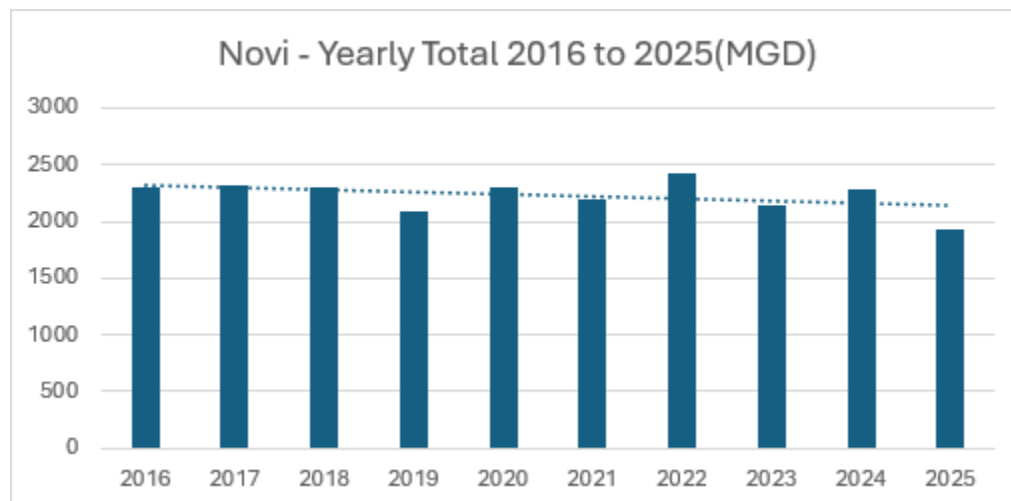
6. **Requested information related to water demands at each master meter.**

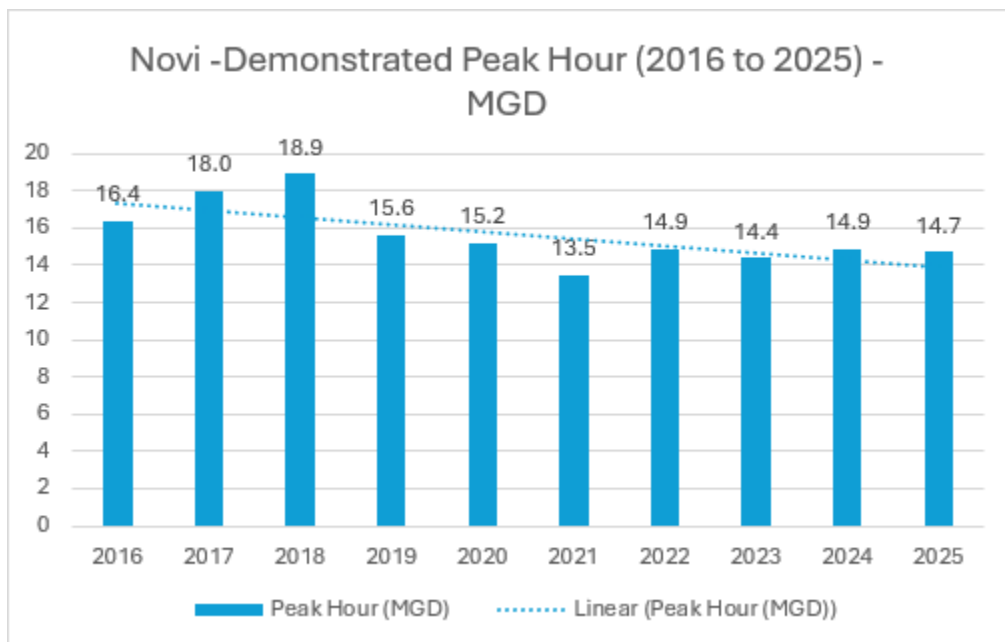
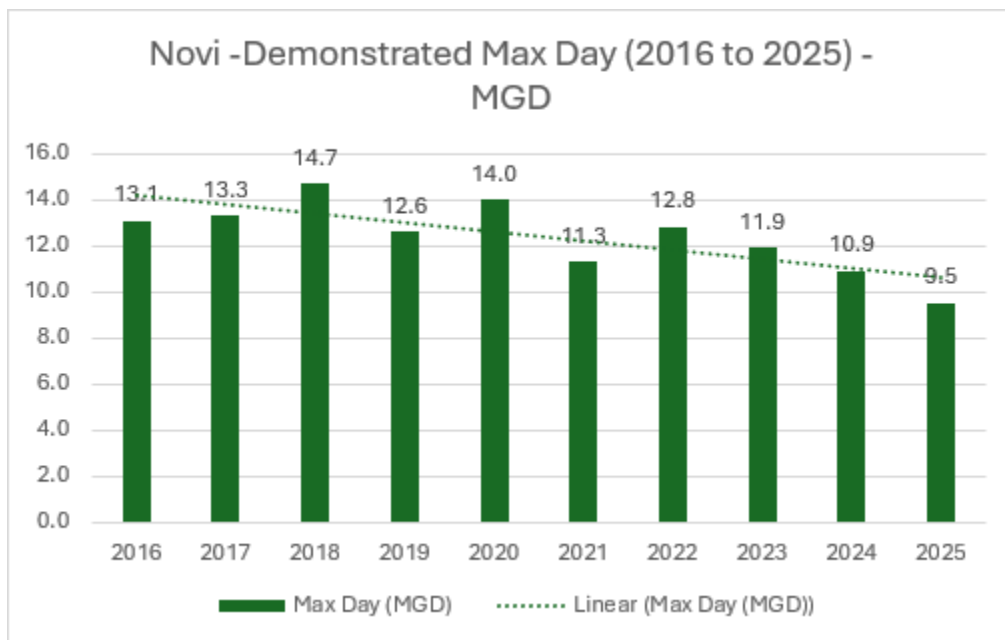
*GLWA response: Based on recent contract negotiations, the estimated annual flow split at each meter location is shown in the table below. The estimated annual projected total volume for Novi identified within the proposed contract is 315,000 Mcf. The Novi meters listed below have been added to the map shared at the meeting and located at the end of this document.*

| <b><i>Meter</i></b> | <b><i>Assumed Flow Split (2027-2030)</i></b> |
|---------------------|----------------------------------------------|
| <i>NV-01</i>        | <i>0 – 5 %</i>                               |
| <i>NV-02</i>        | <i>0 – 5 %</i>                               |
| <i>NV-03</i>        | <i>0 – 15 %</i>                              |
| <i>NV-04</i>        | <i>50 – 70 %</i>                             |
| <i>NV-05</i>        | <i>20 – 45 %</i>                             |

7. **Requested a chart showing Novi's water use to demonstrate it is declining.**

***GLWA Response: GLWA has compiled the past 10 years of Novi water use as recorded from all of Novi's wholesale water meters.***





**8. Requested information from GLWA related to contingency plans for each transmission main surrounding Novi.**

*GLWA Response: GLWA completes emergency and contingency plans based on multiple scenarios related to transmission main failures and the specifics of those plans cannot be released due to the vulnerable nature of the information. However, with the construction of 54-inch 14 Mile Road Loop Project, the regional system can now supply average daily flows from multiple directions. Typical operations provide water service to your meters along 14 Mile Road (NV-04 and*

NV-05) from Franklin pump station (14 Mile Road and Inkster) and, depending on the time of year, may get repumped at the Haggerty pump station (14 Mile Road and M-5).

In the event of an emergency on 14 Mile Road east of M-5, water will be supplied to the Haggerty pump station from the south via the new 54-inch transmission main. Water will then be pumped to supply NV-04 and NV-05.

In the event of an emergency on 14 Mile Road west of M-5 to Lake Village Drive either on the new 42-inch main or on the parallel 24-inch main recently constructed, the non-impacted main will be used to supply average day demands to NV-04 and NV-05.

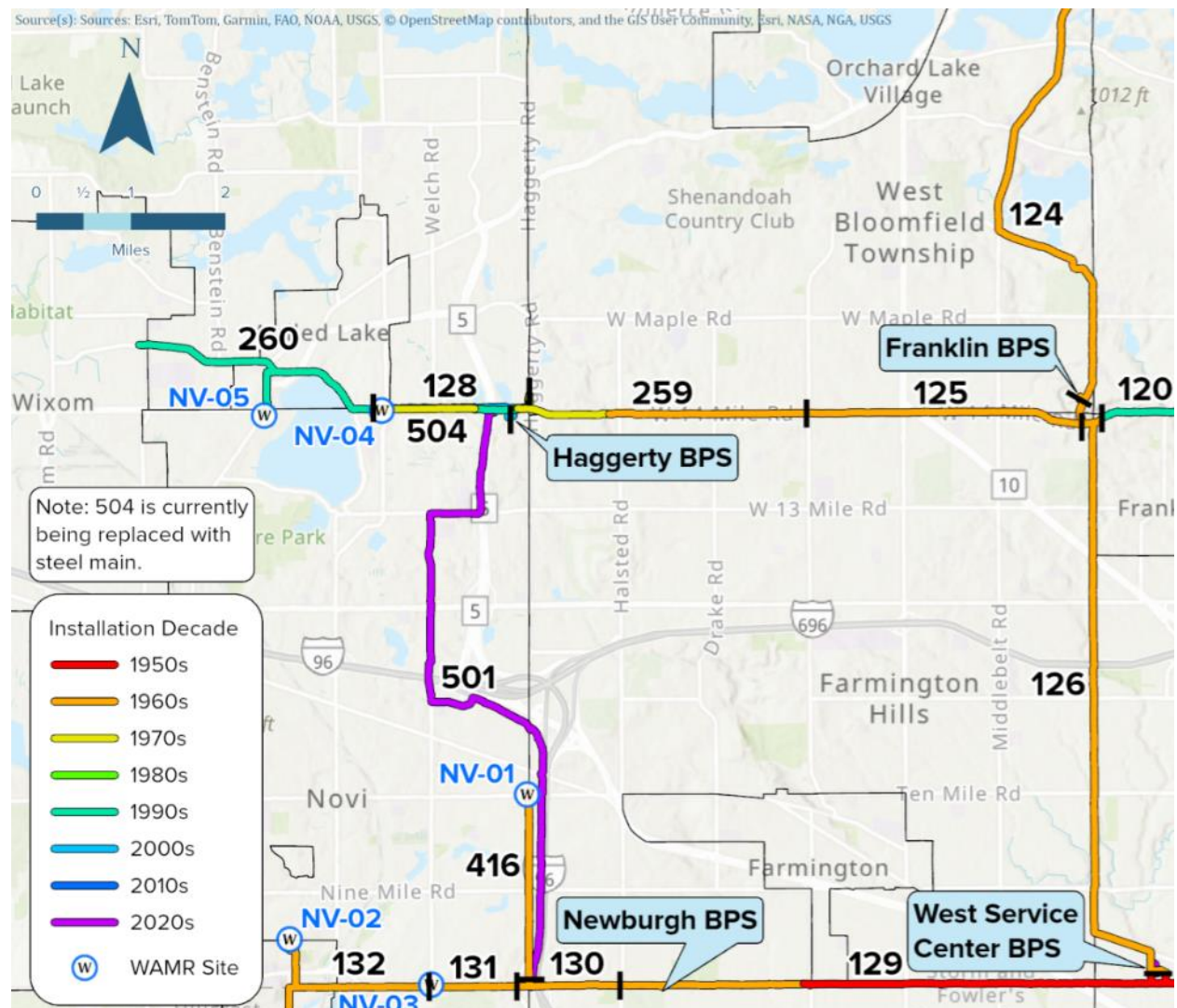
In the event of an emergency west of 14 Mile Road and Lake Village Drive, NV-05 will not receive water. However, because of this, GLWA has installed Acoustic Fiber Optic monitoring system to understand degradation of the main in real-time that will allow a coordinated shut-down of the main to make repairs prior to a catastrophic failure. In addition, when this main must be taken out of service, as is the current scenario with the 42-inch replacement project, sufficient water supply is available at NV-04 to meet Novi's demands.

The City's consulting engineer, OHM, has performed modeling and has indicated that the three southern Novi meters, NV-01, NV-02 and NV-03 are supplementary supplies to the City's low-pressure district with most of the Novi's flow coming from NV-04 and NV-05. While it is highly unlikely, in the event of an emergency on 8 Mile Road that limits water service to all three meters NV-01, NV-02 and NV-03, the NV-04 and NV-05 meters could supply this district. It is highly unlikely that all three of the southern meters will be out of service at the same time due to presence of system valves to allow portions of this main to be taken out of service and the ability to reverse flow either from Haggerty pump station (pumping south) or from Joy Road pump station (pumping north).

- 9. Requested when a solution will be developed for the six miles east of M-5.**  
**GLWA Response: As this is a top priority for GLWA, we should know more about a proposed solution within 30 to 60 days.**

See Below Exhibits

# **GLWA Transmission Mains Near the City of Novi** **(Updated 3/27/26 with Novi Meter Locations)**



### GLWA Transmission Mains Near the City of Novi

| Project Group ID | Name                                   | Material     | Diameter (inches) | Length (miles) | Age (years) | Notes                                      |
|------------------|----------------------------------------|--------------|-------------------|----------------|-------------|--------------------------------------------|
| 128              | 14 Mile, Novi                          | Ductile Iron | 24                | 1.9            | 4           | NEW PIPE: 14 Mile Road Loop - Phase 1      |
| 260              | 14 Mile, Novi                          | PCCP         | 42                | 3.9            | 25          | Segments renewed and monitoring installed  |
| 504              | 14 Mile, Novi                          | Steel        | 42                | 1.0            | 0           | NEW PIPE: 2026 42-inch Replacement Project |
| 501              | M-5, Novi, Farmington Hills            | Steel        | 54                | 8.0            | 4           | NEW PIPE: 14 Mile Road Loop - Phase 2      |
| <b>259</b>       | <b>14 Mile, Farmington Hills</b>       | <b>PCCP</b>  | <b>48</b>         | <b>3.4</b>     | <b>54</b>   | <b>Immediate Evaluation Underway</b>       |
| <b>125</b>       | <b>14 Mile, Farmington Hills</b>       | <b>PCCP</b>  | <b>54</b>         | <b>3.4</b>     | <b>58</b>   | <b>Immediate Evaluation Underway</b>       |
| 131              | 8 Mile, Northville Twp                 | PCCP         | 30                | 1.1            | 62          | Lower risk                                 |
| 132              | Sheldon, Plymouth Twp                  | PCCP         | 36                | 8.4            | 58          | Planned for consideration                  |
| 416              | Haggerty Road, Novi / Farmington Hills | PCCP         | 24                | 2.1            | 61          | Lower risk                                 |

PCCP = Prestressed Concrete Cylinder Pipe

GLWA and Novi staff look forward to discussing these responses and other questions the Committee may have at a future meeting.

# MEMORANDUM



**TO:** VICTOR CARDENAS, CITY MANAGER  
**FROM:** JEFF MUCK, PRCS DIRECTOR  
KIT KIESER, OLDER ADULT SERVICES MANAGER  
**SUBJECT:** MEADOWBROOK COMMONS MANAGEMENT  
AGREEMENT  
**DATE:** APRIL 2, 2026

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Meadowbrook Commons is a 175-unit 55+ housing community located in the City of Novi. The facility is accounted for in the City's Senior Housing Fund, an Enterprise Fund, with debt service obligations paid by resident rents. As a self-sustaining facility, Meadowbrook Commons must generate sufficient revenue to cover operational costs, including debt service payments. The Building Authority bonds financing the original project are scheduled to be paid off in October 2026, at which point funds previously applied to debt service will be available for reinvestment in the facility.

KMG Prestige, Inc. has served as the management company for Meadowbrook Commons since July 1, 2005. The current management agreement expires on June 30, 2026. Historically, when the City has issued Requests for Proposals for the management of Meadowbrook Commons, KMG Prestige has been the only firm to submit a proposal, as was the case in both 2015 and 2020. Accordingly, City staff recommend forgoing the RFP process for this renewal cycle.

KMG Prestige has submitted a proposal for renewal, and staff recommends that City Council approve a new two-year agreement with three optional one-year renewal extensions, commencing July 1, 2026.

## **Track Record and Performance**

KMG Prestige has maintained Meadowbrook Commons at consistently high standards throughout its tenure. The community is currently at 100 percent occupancy, serving over 200 residents, with 178 approved applicants on the waitlist.

KMG's operational performance has been recognized at the regional and industry level. Most recently, in January 2026, Meadowbrook Commons was named the 2025 STAR Community of the Year by the Detroit Metropolitan Apartment Association (DMAA), competing against communities of all types across Southeast Michigan. The award recognizes excellence in property management, resident engagement, financial stewardship, maintenance standards, and compliance.

From a financial standpoint, the community has operated within sound parameters throughout KMG's tenure. Annual rent increases have historically ranged from as low as \$5 to no more than \$25, reflecting a measured approach that has preserved affordability for senior residents. Despite modest rent growth, Net Operating Income increased from approximately \$1.23 million in 2006 to \$1.27 million in 2025, with operating expenses remaining below 50 percent of gross income throughout that period.

### Historical Overview

|                                 | FY05-06     | FY09-10     | FY14-15     | FY19-20     | FY24-25     | %<br>Change<br>(2006–<br>2025) |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|--------------------------------|
| <b>Total Income</b>             | \$1,759,657 | \$1,815,326 | \$2,030,942 | \$2,103,666 | \$2,214,494 | 25.80%                         |
| <b>Total Operating Expenses</b> | \$529,983   | \$597,879   | \$645,526   | \$768,371   | \$946,014   | 78.50%                         |
| <b>Net Operating Income</b>     | \$1,229,674 | \$1,217,447 | \$1,385,416 | \$1,335,295 | \$1,268,480 | 3.20%                          |

Looking ahead, the following 5-year financial projection reflects conservative assumptions of 2 percent annual revenue growth and 3 percent annual expense growth. With the retirement of the Building Authority bonds in October 2026, funds previously applied to debt service will support an expanded capital improvement program. The projection accounts for planned reinvestment in the facility over the agreement period.

### 5-Year Forecast

|                                 | FY26-27     | FY27-28     | FY28-29     | FY29-30     | FY30-31     |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>Revenue</b>                  | \$2,362,867 | \$2,410,076 | \$2,458,230 | \$2,507,346 | \$2,557,445 |
| <b>Total Operating Expenses</b> | \$1,167,836 | \$1,202,871 | \$1,238,957 | \$1,276,126 | \$1,314,409 |
| <b>Net Operating Income</b>     | \$1,195,031 | \$1,207,205 | \$1,219,273 | \$1,231,221 | \$1,243,036 |
| <b>Capital Expenditures</b>     | \$474,988   | \$620,420   | \$900,000   | \$430,546   | \$799,000   |

### Proposed Agreement

The proposed agreement is a two-year term commencing July 1, 2026 and expiring June 30, 2028, with City options for third, fourth, and fifth year renewals.

The proposed management fee schedule is as follows:

| Period                  | Monthly Fee | Annual Fee |
|-------------------------|-------------|------------|
| <b>FY26-27 (Year 1)</b> | \$6,526     | \$78,313   |

|                                         |         |          |
|-----------------------------------------|---------|----------|
| <b>FY27-28 (Year 2)</b>                 | \$6,722 | \$80,662 |
| <b><i>City Options for Renewals</i></b> |         |          |
| <b>FY28-29 (Year 3)</b>                 | \$6,923 | \$83,082 |
| <b>FY29-30 (Year 4)</b>                 | \$7,131 | \$85,574 |
| <b>FY30-31 (Year 5)</b>                 | \$7,345 | \$88,141 |

### **Next Steps**

Staff will bring forward a motion at an upcoming City Council meeting to approve a new two-year management agreement with three optional one-year renewal extensions with KMG Prestige, Inc. for the management of Meadowbrook Commons, commencing July 1, 2026.

Items attached from KMG Prestige, Inc. include the Proposed Fee Structure and KMG Management Overview.



**KMG PRESTIGE**  
Strategic Property Management Solutions

March 26, 2026

**City of Novi**  
**45175 Ten Mile Road**  
**Novi, MI 48375**

**Re: Meadowbrook Commons Management Agreement Renewal**

Dear City of Novi Leadership Team,

On behalf of KMG Prestige, I would like to extend our sincere appreciation to the City of Novi for approving a two-year renewal of our management agreement for Meadowbrook Commons, along with the additional optional renewal periods for Years 3, 4, and 5. We are grateful for the City's continued confidence in our partnership and in our commitment to providing high-quality management services for this important community asset.

We value the strong working relationship we have built with the City and remain dedicated to maintaining the high standards expected for Meadowbrook Commons. As requested, please find below the proposed fee structure associated with the renewed agreement:

**Proposed Fee Structure**

July 1, 2026 – June 30, 2027 \$ 6,526 per month (\$78,313 per year)  
July 1, 2027 – June 30, 2028 \$ 6,722 per month (\$80,662 per year)

City Option for 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> Year Renewals

July 1, 2028 – June 30, 2029 \$ 6,923 per month (\$83,082 per year)  
July 1, 2029 – June 30, 2030 \$ 7,131 per month (\$85,574 per year)  
July 1, 2030 – June 30, 2031 \$ 7,345 per month (\$88,141 per year)

Other than updating the agreement terms and incorporating the revised fee structure, we are not recommending any additional changes to the current management agreement. We believe the existing framework continues to support a successful and collaborative partnership.

Thank you again for the opportunity to continue serving the residents of Meadowbrook Commons and the City of Novi. We look forward to building on our shared accomplishments in the years ahead.

Sincerely,

**Heather Ruppert**  
Director of Business Development  
KMG Prestige, Inc





**KMG PRESTIGE**

Strategic Property Management Solutions

### **KMG Prestige Commitment & Values**

Since July 1, 2005, KMG Prestige has proudly served as the management company for Meadowbrook Commons, providing consistent leadership, high quality service, and a resident focused approach for more than 20 years.

At KMG Prestige, it is our commitment to grow a high-functioning and talented team by integrating inclusion and engagement strategies into all aspects of recruiting, hiring, advancement, and retention. Guided by this commitment, our mission is to become the best and most respected property management company in the industry. Our vision is simple yet powerful: to create happy residents by fostering communities where people feel valued, supported, and at home. At the core of everything we do is our mission statement: *Do the right thing*. This principle guides our decisions, our culture, and the way we serve both our team and the communities under our care.

### **KMG Operational Philosophy in Alignment with the City of Novi**

KMG's operational philosophy is designed to align seamlessly with the values and vision of our ownership group, the City of Novi. We are committed to transparency with our residents and have implemented quarterly meetings with management to keep residents informed about the latest happenings and updates within the community they call home.

Additionally, we have re-implemented an annual resident meeting, which was brought back in response to resident feedback post-COVID, as they expressed appreciation for this type of open communication. These meetings bring together city representatives, the Fire Chief, Police Chief, residents, and KMG management to encourage collaboration, transparency, and problem-solving.

Recognizing that the building is aging, we place a strong focus on detailed oversight and diligent management of maintenance to ensure the property remains safe, functional, and visually appealing. Our approach prioritizes minimizing annual rent increases historically ranging from as low as \$5 to no more than \$25, maintaining the asset to the highest quality, and fostering lasting, meaningful relationships with residents.

## **KMG Historical Capital Projects and Community Enhancements**

From an infrastructure standpoint, KMG has overseen numerous major capital improvements, including the installation of new sidewalks and concrete, as well as a complete rebuild of the main entrance to provide enhanced protection for residents from weather exposure and to improve safety and efficiency during drop-offs and pick-ups. Additional improvements include the replacement of windows and door walls in both residential apartment homes within the main building and the ranch-style units, replacement of common area hallway furnaces and air conditioning units, installation of three rooftop HVAC units; and replacement of four main building boilers.

Total roof replacements have been completed on the main building, all nine (9) ranch buildings, and the maintenance shop to ensure long-term structural integrity. Further projects include pond enhancements; the installation of an outdoor exercise area featuring rubber flooring; construction of a gazebo; and implementation of a resident security intercom system with key fob capability. Additionally, 60 hot water tank replacements and refrigerator replacements for all ranch homes have been completed. All common-area hallways in the main building have been updated with new carpet, removal of original wallpaper, and refreshed paint throughout all three floors of the building.

Throughout 2025, KMG continued this commitment by overseeing capital improvements to ensure Meadowbrook Commons remains safe, modern, and well maintained. Projects that have been recently completed in the past year include courtyard concrete replacement, shutter and siding replacement on the main building, resident deck/balcony rebuilds, steel door replacement in Receiving and basement. Stairwells, restrooms, laundry rooms, and trash rooms were painted. Irrigation and sprinkler repairs for the pickleball area were also completed to support both safety and recreational use.

Projects that were approved in 2025 and are scheduled to be completed upcoming include exterior building painting planned for spring 2026 at a cost of \$45,000, the installation of additional security cameras totaling \$32,900, and pillar rebuilds, which has been completed, exceeding \$65,000.

Beyond core infrastructure, KMG has focused on enhancements that directly support resident quality of life. These improvements include relocating and renovating the Fitness Center, adding a hydration station near the Fitness Center, creating a dedicated Meadowbrook Café space with 24-hour, seven-day-a-week coffee and tea access, adding a new gazebo by the pond, installation of a fountain in the pond, installing benches throughout the community to encourage outdoor engagement, and renovating the community sundry store which has been a favorite resident activity that KMG Management introduced to Meadowbrook Residents for a bi-weekly on-site grocery shopping market opportunity for social engagement and picking up daily essentials. Digital display boards have also been installed throughout the property to highlight daily and weekly events, improving resident awareness and participation.

Recently, Management has negotiated a contract with the laundry vendor to upgrade equipment, providing new 35lb front-load washer/dryer units on each of the three floors

in the main building. These larger capacity machines allow senior residents to complete fewer trips and manage larger laundry loads more comfortably. The upgrade also introduces multiple payment options including credit card, mobile app, and traditional pre-loaded laundry cards ensuring ease of use and accessibility for residents with varying preferences. KMG staff hosts an annual Resident Appreciation Picnic, providing food and entertainment to show our appreciation to residents for being an important part of the community.

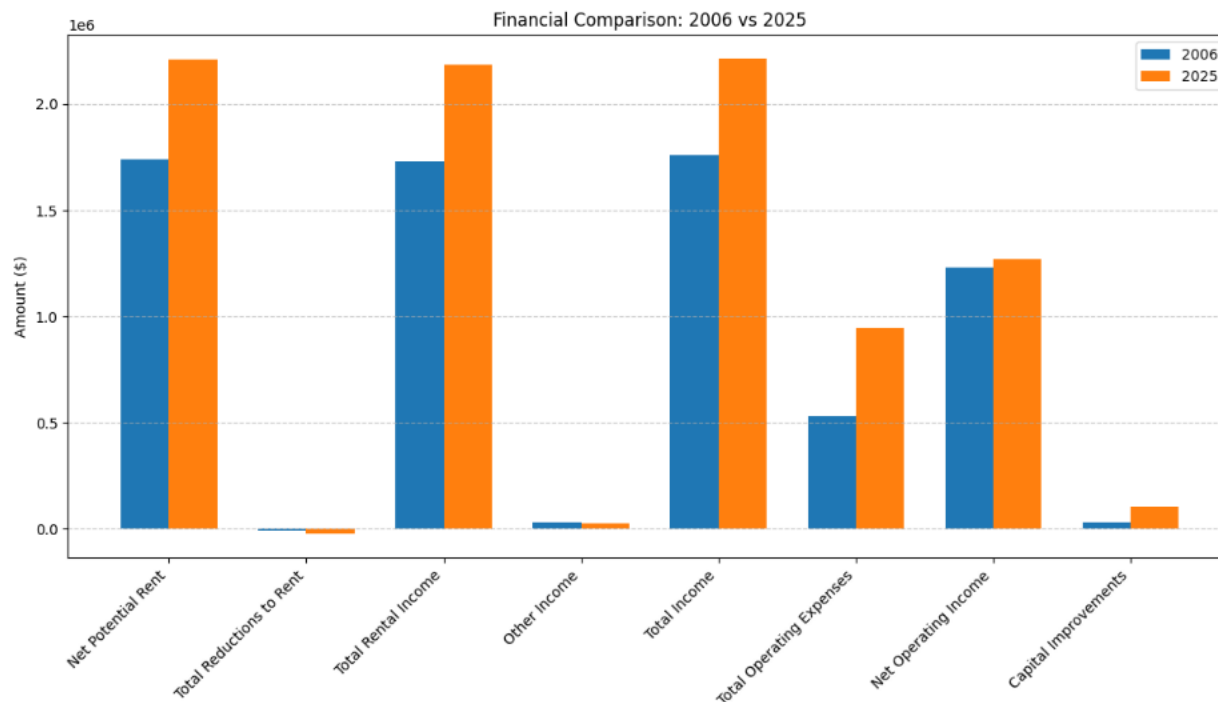
Throughout all phases of capital improvement and enhancement, KMG has worked closely with the City of Novi to plan, manage, and execute projects efficiently and thoughtfully. This ongoing collaboration ensures investments align with city priorities, address the evolving needs of an aging community, and continue to support a high quality of life for residents while preserving the long-term value of Meadowbrook Commons.

## **Financial Stewardship & Long-Term Stability**

From a financial perspective, Meadowbrook Commons reflects the same long-term, resident-focused philosophy that guides KMG Prestige's day-to-day operations. Since assuming management in 2005, our approach, which aligns with the City of Novi, has been centered on maintaining affordability for residents while responsibly reinvesting in the asset to preserve its value and functionality over time.

From 2006 through 2025, Meadowbrook Commons experienced steady and intentional growth. Net Potential Rent increased by approximately 27% over this 19-year period, reflecting a measured and thoughtful approach to rent increases rather than aggressive adjustments. Historically, annual rent increases have remained modest; often as low as \$5 and generally no more than \$25 supporting resident retention and long-term stability within the community.

Despite keeping rent increases low, the property has continued to perform well financially. Net Operating Income increased from approximately \$1.23 million in 2006 to \$1.27 million in 2025, demonstrating that strong operational management, expense oversight, and strategic reinvestment can support long-term financial health without placing undue burden on residents.



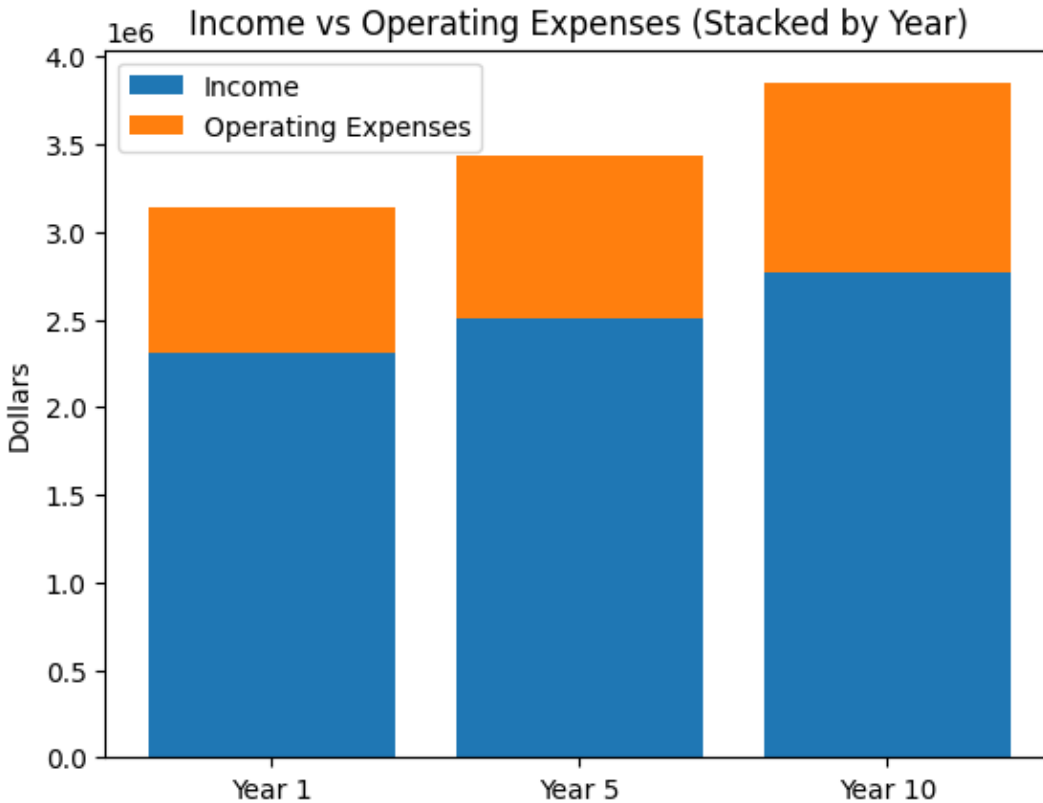
As the building has aged, operating expenses have naturally increased, driven by rising utility costs, insurance, labor, and expanded service offerings. It is important to note that some capital-related improvements over the years were expensed through operations rather than capitalized. While this may cause some variability or skewing in year-over-year expense comparisons, it reflects a proactive philosophy of addressing needs as they arise, rather than deferring work and allowing conditions to deteriorate. This approach has helped preserve the physical integrity of the community and reduce the risk of larger, more disruptive capital events.

Even with these reinvestments, Meadowbrook Commons continues to operate efficiently, with operating expenses remaining below 50% of gross income. This operating margin has allowed the property to maintain positive NOI growth while continuing to invest in safety, maintenance, and resident quality-of-life improvements.

## Forward-Looking Financial Outlook

Looking ahead, the 10-year financial projections included in this presentation are based on conservative and sustainable assumptions. Income is projected to increase at 2% annually, while operating expenses are projected to increase at 3% annually. Although expenses are expected to grow slightly faster than income, the property's strong operating position allows for continued NOI growth over time.

This projection approach supports KMG's recommendation and the City of Novi's ownership priorities of maintaining the asset responsibly, spreading costs in a predictable manner, and continuing to minimize rent increases for residents whenever possible.



## Financial Summary

In summary, the financial performance of Meadowbrook Commons over the past two decades demonstrates a consistent and balanced model: keeping rent increases modest, maintaining the property at a high standard, and achieving long-term financial stability. This approach has resulted in steady NOI growth from 2006 through 2025, while preserving affordability and supporting the needs of a senior population aging in place.

This financial track record, combined with ongoing capital planning and operational stability, reinforces that the current management structure is working effectively protecting residents, preserving the City's investment, and positioning Meadowbrook Commons for continued success.

## 10-Year Capital Vision

Over the next 10 years, KMG, in coordination with the City of Novi, has evaluated and encapsulated the long-term needs of the community. This Capital Improvement Plan (CIP) is designed to preserve the asset, support aging-in-place, and minimize disruption to senior residents, while spreading capital costs in a measured and predictable manner.

## Years 1–5 Capital Improvement Plan (Immediate & Mid-Term Needs)

Focus: Asset preservation, safety, and interior improvements that can be coordinated with unit turnover.

- Apartment & Ranch interior up grades Renovations: \$620,420
- Apartment & Ranch appliance upgrades: \$330,034
- Elevator Cab Upgrades: \$64,900
- Elevator Modernization (State of Michigan Compliance): \$796,000 for both elevators
- Building Common Room Interior & Exterior Renovations: Estimated \$900,000
- Bathroom Renovations: \$16,000
- Card/Game room renovations \$10,000 est
- Activity/Craft room renovations \$10,000 est
- Courtyard Renovations: \$400,000 est
- MAC Renovations: Pricing in progress
- Salon Renovation \$12,000 est
- Flat Roof Replacement: \$100,000
- Access to flat roof from inside main building: Pricing in progress

These projects prioritize life-safety systems, accessibility, resident gathering spaces, and aging building components nearing end-of-life.

### **Years 6–10 Capital Improvement Plan (Long-Term Enhancements)**

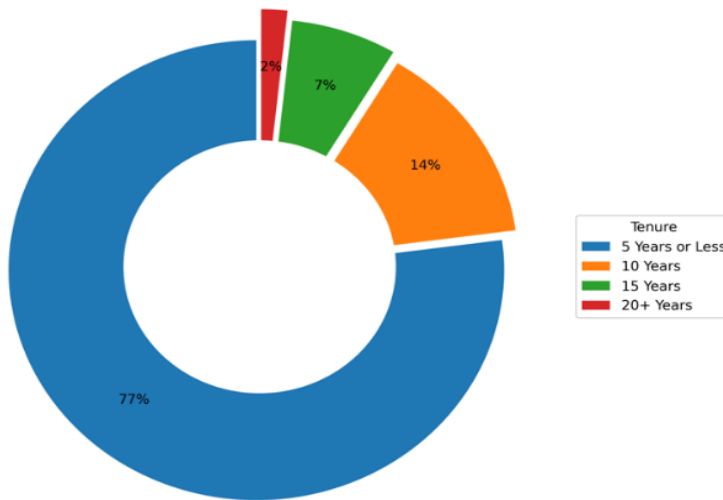
Focus: Accessibility improvements, site infrastructure, and resident convenience.

- Carport Renovation
- MAC Kitchen upgrade
- Hallway and lighting upgrade
- Parking Lot Resurfacing
- Automatic Door Openers
- Covered Walkway South Resident Entrance
- Installation of EV Charging Stations

### **Resident Engagement & Commitment**

KMG's commitment to residents is reflected in the long-term stability of the community, the breadth of resident-focused services, and the ongoing programs designed to support health, connection, and independence.

### Resident Tenure Distribution



### Resident Longevity

The length of residency within the community demonstrates a strong sense of satisfaction, trust, and continuity:

- 3 residents who have lived at Meadowbrook Commons for 20 years or more
- 12 residents with 11-15 years of residency.
- 25 residents who have lived in the community for 6-10 years.
- 135 residents who have called Meadowbrook Commons home for 1-5 years or less.

As you can see, over the last five years, more than 77% of Meadowbrook Commons has experienced turnover, much of which is due to residents aging and transitioning to new living arrangements. This turnover reflects not only the time required to turn units but also the considerable effort of our maintenance staff and leasing team to prepare and lease each unit efficiently. The dedication and expertise of our team ensure that vacancies are minimized and units are leased quickly, maintaining the community's high standards and resident satisfaction.

### Resident Services & Special Events

KMG supports residents through a wide range of on-site services and special events designed to promote health, convenience, and social engagement, including:

- Weekly communion services
- On-site vaccination clinics
- Mobile pop-up shop events
- Quarterly resident craft shows and fairs
- Assistance with all city-led resident events, including room setup and breakdown, meal preparation support, and providing additional on-site assistance as needed during events.

- Mobile secretary of state quarterly, provides senior residents with convenient, on-site access to essential government services, including ID renewal, license updates, and other documentation, reducing the need for travel and ensuring accessibility for residents with mobility or transportation challenges.

### **Monthly Programs & Communication**

To ensure residents remain informed and engaged:

A monthly newsletter, prepared by the on-site office team, is distributed to residents and includes calendars, flyers, and information on all upcoming activities and services.

Regularly scheduled social, wellness, and educational programs are offered throughout the year.

### **Visiting Medical Professionals**

To support resident health and aging-in-place, KMG coordinates visits from medical professionals, including:

Podiatrist and Dermatologist services on a rotating schedule every 9–10 weeks.

Weekly blood pressure checks by registered nurses or novi fire department.

Annual flu vaccination clinic which provides senior residents with on-site access to essential preventive healthcare, helping to protect their health and well-being while reducing the need for travel to offsite medical facilities.

KMG staff supports the 3rd-Floor Massage Clinic by managing client transactions, including collecting payments, providing receipts, and ensuring all funds are accurately submitted to the City of Novi.

KMG staff supports the Older Active Lifestyle for community residents by gathering registration details and payments for City of Novi exercise programs.

### **Resident Volunteer Involvement**

KMG encourages and supports resident-led engagement, fostering ownership and community pride through volunteer opportunities, including:

Monthly resident-led line dancing

Weekly music performances during lunch by resident groups

Monthly resident-led sing-along events

On-site sundry store managed by resident volunteers, encouraging community involvement and convenience of essential market items.

### **Employees**

KMG places a strong emphasis on employee retention, continuity, and institutional knowledge, which directly benefits the residents of Meadowbrook Commons.

## Longevity & Experience

Our staff includes team members with longstanding tenure, reflecting both their dedication and satisfaction in serving our senior residents:

- **Donna Phillips**, Housekeeper-18 years of service
- **Russell Rockentine**, Groundskeeper-18 years of service
- **Greg Nara**, Maintenance Technician-14 years of service

These individuals bring extensive knowledge of the property, its systems, and the needs of our residents, ensuring consistent, high-quality service.

## Low Turnover & Returning Employees

Meadowbrook Commons has experienced very little employee turnover, and many staff members have returned after periods away, underscoring the positive work environment and strong team culture cultivated by KMG. Arielle Blagg, who was previously employed for 2.5 years, left the property for one year and has since returned as Assistant Manager. While Ginny Hallam will continue in her leadership role, Arielle is being cross-trained in preparation for eventual succession, ensuring continuity and a smooth transition when the time comes.

Through a combination of returning, experienced staff, and proactive succession preparation, KMG maintains operational stability, preserves institutional knowledge, and continues to provide high-quality support and care for our senior residents.

By prioritizing staff retention, recognition of experience, and proactive succession planning, KMG demonstrates its commitment to operational stability and the ongoing well-being of our senior residents.

Over the past 20+ years, Meadowbrook commons have received many internal awards, the most recent and consistent are:

- **Best Performance in the Occupancy-Senior Market Rate Community** award, acknowledging strong leasing results, sustained demand, and effective market positioning within the senior housing sector, maintaining 100% occupancy. This has been an award Meadowbrook Commons has received consistently over the decade +.
- **Market Rate Community of the Year 2024**, an award that reflects comprehensive excellence in property operations, resident satisfaction, financial performance, and overall community management.
- **Prestige Community of the Year 2024** distinction, highlighting Meadowbrook Commons as a top performing property within the KMG Prestige portfolio. This award represents consistent achievement in service delivery, operational standards, and leadership in senior housing management.

Collectively, these awards demonstrate KMG Management's commitment to maintaining high-quality operations, strong occupancy, and superior resident experiences at Meadowbrook Commons.

**Meadowbrook Commons has been awarded the 2025 DMAA Award for Best Community** by the Detroit Metropolitan Apartment Association. This prestigious award recognizes communities that exemplify excellence in property management, resident engagement, operational integrity, and overall community presentation.

DMAA's selection process is competitive and evaluates communities based on established industry standards, including quality of operations, physical condition, resident experience, and professionalism. Receiving this award affirms Meadowbrook Commons' commitment to maintaining high standards and delivering a quality living environment.

This recognition also reflects the value of strong collaboration between community management, residents, and municipal partners. We appreciate the City's continued support and partnership and look forward to sustaining the level of excellence represented by this achievement.

**Meadowbrook Commons (KMG Prestige):** Awarded STAR Senior Community of the Year by the DMAA in 2024.

- Exemplary living experience.
- Strong community engagement and events.
- High standards of property management and maintenance.
- Focus on senior wellness and purposeful living.

These awards celebrate communities that provide a superior lifestyle for older adults, reflecting excellence in the senior housing sector.

This success is also a reflection of the City of Novi's dedication to responsible ownership and oversight. By maintaining a strong partnership and supporting long-term planning, the City has ensured its asset remains in capable hands. Together, the City and KMG have fostered a community that is financially stable, well-maintained, and highly regarded within the senior housing sector.

As we look ahead, it is important to recognize that change is not always beneficial, particularly when current management is delivering consistent, measurable results. Resident longevity, employee tenure, industry recognition, and a clear long-term capital strategy all point to a model that is working. Preserving this stability protects residents, safeguards the City's investment, and ensures continuity of care and service.

In closing, KMG Prestige remains committed to continuing its partnership with the City of Novi to responsibly steward Meadowbrook Commons, ensuring it remains a safe, vibrant, and well-managed community for many years to come.

# MEMORANDUM



**TO:** VICTOR CARDENAS, CITY MANAGER  
**FROM:** SHERYL WALSH-MOLLOY, DIRECTOR OF COMMUNICATIONS  
**SUBJECT:** 2026 COMMUNITY SURVEY  
**DATE:** APRIL 1, 2026

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## Background

Earlier this year, City Council established a goal of presenting a comprehensive proposal by the end of 2026 to implement a new bi-annual, citywide citizen survey. This survey, similar to the National Citizen Survey previously conducted, will help measure resident satisfaction and inform City decision-making.

City staff solicited proposals from three vendors:

- Polco (The National Community Survey®)
- ETC Institute
- Banach, Banach & Cassidy (BB&C)

Proposals were evaluated based on cost, methodology, analytical capabilities, benchmarking, reporting tools, and customer service.

## Vendor Summary

- **ETC Institute:** Best overall value with strong analytics
- **Polco:** Strong benchmarking, but fewer analytical tools
- **BB&C:** Lower cost, but less analytical depth

## Recommendation

Although the City has a long-standing relationship with Polco (formerly the National Research Center), staff recommend entering into a contract with ETC Institute in the amount of \$20,000 to conduct a resident satisfaction survey.

ETC Institute offers a reliable and statistically sound methodology, including 400 completed surveys with a  $\pm 4.89\%$  margin of error at a 95% confidence level. The survey will use a combined mail and online approach, supported by strong quality control processes. The firm provides highly actionable data and analysis, including identification of top community priorities, geographic (GIS) mapping, and detailed demographic breakdowns—tools that directly support informed budgeting and planning decisions.

In addition, ETC enables benchmarking by comparing results with peer communities (including Lenexa and Olathe, Kansas, where they conduct bi-annual surveys) using

recent national data. Their survey approach is also highly comparable to the National Community Survey previously conducted by the City.

The company demonstrates a strong commitment to customer service through weekly updates, regular check-in meetings, and responsive communication.

The FY 2025–2026 budget includes \$9,000 previously allocated for FlashVote, which was not renewed. The remaining \$11,000 will be covered through other savings within the Community Relations budget.

Upon approval, staff will begin working with ETC Institute to develop the survey, with the goal of launching it later this summer and presenting results by the end of the calendar year.

Please let me know if you have any questions.

# Proposal for Community Satisfaction Survey Services

Prepared For the City of Novi, Michigan

January 22, 2026

Submitted by:



to





## Helping Organizations Make Better Decisions

725 W. Frontier Lane, Olathe, Kansas 66061

Phone: (913) 829-1215

Fax: (913) 829-1591

1/22/2026

Dear Sheryl:

ETC Institute is pleased to submit a proposal to conduct Community Satisfaction Surveys for the City of Novi, Michigan. ETC Institute is a corporation located in Olathe, Kansas and is owned by our CEO, Christopher Tatham.

ETC Institute believes that our extensive experience conducting surveys combined with our client-focused, results-driven approach to project management, makes us uniquely qualified to assist the City of Novi in achieving the goals and objectives of this project. This proposal is intended to be completely responsive and has been organized as follows:

**Section 1:** Community Survey Approach

**Section 2:** Business Survey Approach

**Section 3:** Employee Survey Approach

**Section 4:** Pricing Section

### ***Firm Overview***

**ETC Institute is Recognized as a National Leader in the Design and Administration of Market Research for Local Governments.** Since 1982, ETC Institute has completed research projects for organizations in 50 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers have moderated more than 1,000 focus groups and 2,000 stakeholder interviews. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties throughout the United States. ETC Institute has also conducted research for more large U.S. cities than any other firm.

**Our database comprises national and regional benchmarks for over 80 local governmental services, derived exclusively from surveys administered by us.** Our firm maintains national and regional data for community, employee, and business surveys that provide our clients with the most up to date and reliable comparative norms. Unlike some comparative databases that use secondary sources, ETC Institute's data is from surveys that were administered by ETC Institute. ETC Institute's database only includes data from surveys that have been administered during the past three years. This will ensure our comparative norms are the most representative of existing attitudes and expectations of residents, employees, and businesses.

**ETC Institute Has Developed the Most the Most Innovate Analytical Tools to Help the City Understand and Utilize Survey Data.** Amidst resource constraints, prioritizing citizen-centric activities is crucial. Our Importance-Satisfaction (I-S) rating tool facilitates this by pinpointing high-impact areas for resource allocation. By identifying services of high importance but low satisfaction, officials can focus efforts where they matter most. Our analysis uncovers satisfaction drivers, presented in both tabular and graph formats for clarity. Our Project Principal, Christopher Tatham, is the nation's leading authority on the development of qualitative and quantitative market research for governmental clients.

**ETC Institute Guarantees That We Will be Very Responsive to Your Needs.** ETC Institute administered a survey to organizations that had used our services and among the 150 clients who responded to the survey, 100% were satisfied with the service they received and 100% indicated they would recommend our firm to other organizations. The reason ETC Institute's customer satisfaction levels are so high is due to our commitment to the needs of our clients. *We routinely go beyond the contractual requirements of a project to ensure the goals and objectives of our clients are achieved.* Our philosophy on customer satisfaction is simple: **we are customer-focused to help our clients be customer-focused.**

**ETC Institute's Most Senior Professionals Will Be Managing the Project on a Daily Basis.** By having experienced senior personnel lead the day-to-day management of each study, ETC Institute will ensure your organization receives the highest level of service possible and that our high standards of quality control are maintained throughout the course of the project. The City of Novi will receive priority for resources from our firm throughout the duration of the contract, and we will ensure that each phase of the project is accomplished according to your schedule. To ensure your success, we have assembled a team of the very best market researchers and experts to assist with the design of surveys, development of focus group scripts, administration of surveys, and analysis of the data collected. Our team has unparalleled expertise in project management, survey design, leading focus group and panel discussions, and survey administration.

### **Closing**

Market research has evolved over the last 30 years and ETC Institute has been there every step of the way. You will not find an organization that is more committed to your success than ETC Institute. We will do everything we can, without hesitation, to be responsive to your needs during the study, and we will continue to be your partner after the project is completed to facilitate your success over time. If ETC Institute is selected for this project, I will serve as the Project Principal for the duration of the contract. I will do everything possible to ensure each phase of this project meets the high expectations you have set. We appreciate your consideration of our proposal and look forward to your decision. If you have any questions, please do not hesitate to call me at 816-582-0089.

Sincerely,

*Derek Harvey*

Derek Harvey

Project Manager

C: (816) 582-0089

[Derek.Harvey@etcinstitute.com](mailto:Derek.Harvey@etcinstitute.com)



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## Section 1: Community Survey Approach

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Our proposed methodology for the City's Community Survey is designed to help the City of Novi achieve both short- and long-range objectives by relying on our experience and analytics to help ensure the City makes data-driven decisions at the highest levels. Our ability to help the City achieve these goals is based on an approach that adheres to three guiding principles:

- **Continuity:** ETC Institute understands the importance of monitoring resident perceptions and how they change over time. Our research process will incorporate data from previous surveys to be used as benchmarks for assessing current and future performance measures. This will involve using previous Community Surveys as a base for developing the new Community Survey for 2026 to ensure the compatibility of the new data with past results. All activities that comprise this project will be designed to work in tandem to ensure all of the goals and objectives of the project are fully realized.
- **Strategic Value:** To ensure Community Survey results serve as a powerful tool for decision-making, organizations must see the value in the results. Our approach is designed to ensure the data collected meets the informational needs of decision-makers to encourage City leaders to use the data as part of their core decision-making processes. If the Resident Survey results have strategic value, they will inherently become part of the process for setting priorities for the City. Our clients use our services to establish priorities for their community that are based on survey results to ensure they will be used as a part of the City's ongoing planning process. When research projects are designed with strategic values in mind, the results become woven into the fabric of the decision-making process at the highest levels of the organization.
- **Performance Measurement:** Since the results of the Community Survey will be used to help guide decisions, the survey instrument and data analysis tools must be designed to generate objective performance measures free of bias. The Community Survey will be designed to collect objective feedback for the City to ensure leaders better understand the needs of residents and have the ability to improve areas that are most in need. ETC Institute will work with the City of Novi to refine any existing performance indices and develop new indices that give leaders the ability to objectively assess the change in the community's performance from previous surveys and into the future.
- **Project Communication:** ETC Institute will provide progress updates to the City on a weekly basis and will participate in bi-weekly check-in meetings with City staff, conducted virtually, as requested. The Project Manager will immediately notify the City of any challenges that may affect sample targets, project schedule, or data integrity and will work collaboratively with City staff to resolve any issues. ETC Institute is committed to responsive communication and will respond to all City inquiries within one (1) business day.

The Community Survey methodology proposed by ETC Institute will be completed through three phases:

### Phase 1: Develop the Survey and Sampling Plan

#### Task 1.1 Develop the Survey

Once selected for the project, ETC Institute will meet with City staff via phone or web-based conference to formally kick off the project. The purpose of this meeting will be to discuss the goals and objectives of the study, confirm desired outcomes, and establish a shared understanding of project expectations.

ETC Institute will use any previous Community Surveys previously administered for the City as a foundation for survey development. In addition, ETC Institute will provide examples of surveys developed for comparable communities to support discussion and facilitate the design process. City input gathered during this phase will be incorporated to develop a survey instrument that meets all project goals and adheres to established ethical standards for neutrality, clarity, and accessibility.

ETC Institute recommends that the 2026 Community Survey be limited to no more than six pages and designed to take approximately 15–20 minutes to complete. While ETC Institute is capable of administering a survey of up to seven pages, shorter surveys consistently achieve higher response rates. As such, ETC Institute will work with City staff to identify opportunities to streamline the questionnaire while preserving critical content.

Based on feedback and direction provided by the City’s project team, ETC Institute will prepare the initial draft of the survey for City review. It is anticipated that three to four drafts of the survey will be prepared before final approval. The City will have the opportunity to review and provide final approval of the survey instrument prior to administration.

ETC Institute will also work with the City to develop a cover letter that will accompany the mailed version of the survey and be used to create a landing page for the online survey. The cover letter will be developed on City letterhead and signed by a City representative. It will explain the purpose of the survey, how resident feedback will be used, and the steps for completing the survey.

ETC Institute recommends including a “research panel” question at the end of the community survey. This question allows respondents to opt in to participate in future City-sponsored research efforts, such as focus groups or follow-up surveys. ETC Institute would manage the opt-in list and assist the City in contacting participating residents as needed.

### ***Translations***

The survey will be designed to reach a diverse range of residents and will be administered in a manner that is sensitive to cultural, legal, and accessibility considerations. The survey instrument can be professionally translated into Spanish and other languages for the online version.

ETC Institute can make the Spanish version of the survey available online and can provide other languages if needed. ETC Institute can also offer the option to complete the survey by telephone in multiple languages. The cover letter will include translated language informing non-English speakers that they may complete the survey online in their preferred language or contact a toll-free number to complete the survey by phone. Calls will be handled by interviewers in ETC Institute’s call center, with translator support provided as needed.

ETC Institute will work closely with the City to review all available translation and language access options and will recommend the approach that best meets the needs of the City and the objectives of the project.

### **Task 1.2 Design the Sampling Plan**

As a part of Task 1.2, ETC Institute will develop and finalize a sampling plan based on input from the City. Based on previous experience conducting surveys for similarly sized communities, ETC Institute has included the following sampling plan for the City’s consideration. ETC Institute recommends designing a sampling plan based on completing a minimum of 400 completed surveys - but will include all residential addresses within the sample area in the sampling plan – every household selected will receive a survey and a follow-up. The survey sample will be purchased by ETC Institute from one of the largest brokerage firms in the world who has a list of all residential addresses within the City’s boundaries.

The overall results of 400 completed surveys will have a precision of at least  $\pm 4.89\%$  at the 95% level of confidence. ETC Institute will do everything possible to maximize your investment in our services and will not charge the City any additional fees to provide data entry and verification of responses collected above and beyond the goal of 400. A sample size of 400 completed surveys will allow ETC Institute to provide crosstabulations for key demographic variables such as age, gender, race/ethnicity, income, number of years lived in the City, and others. Demographic data will be used to monitor the distribution of responses to ensure the responding population of the survey is representative of the universe of the sample. ETC Institute guarantees that a representative sample of the City’s population will be surveyed using our suggested sampling methodology. If the final results are not representative of the City’s population, ETC Institute has the ability to weight the results by age, gender, and race/ethnicity based on the most recently available Census estimates. However, ETC Institute prefers to administer the survey in a way that ensures representation without the needs for weights that can convolute the survey results

and make it more difficult for staff or elected officials to fully understand the process and the final results. ETC Institute will discuss with the City before any weights are applied to the data.

### **Task 1 Deliverables**

ETC Institute will deliver the approved survey instrument and the link to the online survey.

## **Phase 2: Administer the Survey**

### **Task 2.1 Administer the Survey**

Once the final survey instrument and sampling plan is approved by the City, ETC Institute will administer the survey. ETC Institute recommends using a hybrid methodology consisting primarily of mail and online surveys. Given the negative impact Caller ID has had on phone survey response rates and the need to ensure diverse populations are well represented, we offer the hybrid mail/online methodology to maximize the overall level of response. Even if respondents do not respond by mail, those who receive the mailed version of the survey are significantly more likely to respond to the survey online because they know the survey is legitimate. The mailed survey will include a cover letter (on official letterhead) that will explain the importance and purpose of the survey, encourage participation, and include a link to the online survey for residents who prefer that option. Although we will rely heavily upon our mail/online approach, ETC Institute has a fully staffed and state-of-the-art call center that will be used to make any necessary follow-ups via phone. A phone number will also be listed on the cover letter that accompanies the mailed survey for customers who prefer to take the survey over the phone. If needed, phone calls will be made to collect responses from demographic groups that did not have a robust enough response to our mail/online contact attempts.

The following procedures will take place in our mail/online hybrid methodology. ETC Institute will deliver a detailed survey engagement plan to the City before administration begins. All the procedures detailed on the following pages will be delivered in-house at our main office.

#### ***Survey Administration Procedures:***

ETC Institute will work closely with the City to develop a comprehensive communication plan for the survey. As part of this effort, ETC Institute will provide sample press briefings and outreach materials that the City may use to inform residents about the survey. Advance communication and public awareness efforts have been shown to significantly improve response rates and overall participation.

ETC Institute's proposed fees include the printing and mailing of up to 4,000 survey packets and 4,000 reminder postcards. This distribution is designed to achieve a target response rate of approximately 10 percent, with a goal of obtaining completed surveys from 400 residents. ETC Institute has a proven track record of successfully engaging hard-to-reach populations through the use of our multi-mode survey methodology.

Each selected household will receive a mailed survey packet that includes the survey instrument and a postage-paid return envelope. The packet will include a cover letter printed on official City letterhead that explains the purpose of the survey and assures respondents that all responses will remain anonymous. When delivering the data to the City, ETC Institute will geocode respondent addresses to the block level. All personally identifiable information will be removed from open-ended responses, and all reasonable measures will be taken to protect respondent confidentiality and anonymity.

To ensure the survey results are representative of the entire community, ETC Institute will concentrate follow-up efforts in demographic and geographic areas with lower response rates. Follow-up activities may include reminder postcards, text messages, emails, and a second mailing of the survey instrument, if necessary. ETC Institute will also use targeted social media advertising to increase awareness of the survey and encourage participation, particularly among younger residents, non-native English speakers, and other historically underrepresented populations.

All respondents who complete the survey online will be required to provide their home address prior to submitting their responses. ETC Institute will match these addresses against the original sample file to confirm eligibility. Responses submitted without a valid address or from addresses not included in the

sample will be retained separately and excluded from the final dataset to preserve the integrity of the sample. If enough responses are received from outside the sample, ETC Institute will provide the data for those responses to the City.

### ***Incentive***

If approved by the City, the cover letter will also include information about an optional survey incentive **offered by ETC Institute** to respondents who fully complete the survey. Incentives are typically provided in the form of one (1) prepaid \$500 Visa® gift card awarded through an opt-in drawing. Research and ETC Institute's experience have shown that the use of incentives can significantly improve survey completion rates, particularly among hard-to-reach populations. ETC Institute will discuss incentive options with the City during the kick-off call.

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ETC Institute maintains a comprehensive quality control and quality assurance program that has been developed and refined through the completion of hundreds of research studies involving survey design, administration, focus groups, and other data collection efforts.

The quality assurance program is directly overseen by ETC Institute's Chief Executive Officer, Christopher Tatham, and is integrated into all phases of each project. The program is designed to ensure error-free, high-quality results, with all ETC Institute staff actively participating in quality control procedures. ETC Institute's quality control and assurance methods have been reviewed by the United States Office of Management and Budget.

### **Core Elements of ETC Institute's Quality Assurance Process:**

- **Pre-Test** – A pre-test will be conducted prior to the administration of all surveys. This will ensure the survey instrument is understood as designed.
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- **Double Data Entry** – Double data entry will be completed for all surveys that are received. The data from all surveys will be entered into two independent databases by different people. The two databases will then be merged. The process will identify any records that do not match exactly. Any discrepancies will be corrected. Our double data entry method ensures your survey data is 99.99% accurate.
- **Sampling Methodology** – Demographic questions will be included on each survey. The demographic data will be used to monitor the distribution of the respondents to ensure the responding population for the survey is representative of the universe of the sample.
- **Coordination** – Since many of ETC Institute's senior professionals will be assigned to your project, the ETC Institute team will conduct a coordination meeting every one-two weeks to ensure adequate progress is being made in all areas.

Through its comprehensive quality control and quality assurance programs, **ETC Institute guarantees that the survey results will be statistically representative of the City.**

### **Task 2 Deliverables**

ETC Institute will deliver a copy of the overall results to each question on the survey as tables and raw and cleaned datasets, this deliverable will include any open-ended responses from the survey. All responses will be anonymous.

## Phase 3: Survey Analysis and Reporting

### Reporting Kick-Off Meeting

ETC Institute recommends holding a reporting kickoff meeting with City staff prior to the start of report development. This meeting will provide an opportunity to review the reporting approach used in previous years and discuss any desired updates or refinements for the upcoming report. Addressing these items early in the process will help ensure alignment with City expectations and reduce the need for revisions later in the reporting phase.

### Task 3.1 Analyze the Survey Results

As a part of Phase 3, ETC Institute will use the final results to create a findings report. The analysis tools that will be included as a part of this project are provided below and on the following pages.

#### Task 3.1.1 Importance-Satisfaction Analysis.

By using specific design features, ETC Institute will utilize the survey data to create an Importance-Satisfaction Rating (I-S Rating). The I-S Rating is based on the concept that public agencies will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high. More than 200 governmental agencies currently use ETC Institute's I-S Ratings. The ratings allow governmental organizations the ability to assess the quality-of-service delivery. During the past 30 years, ETC Institute has continually refined the analysis to maximize its usefulness as a decision-making tool.

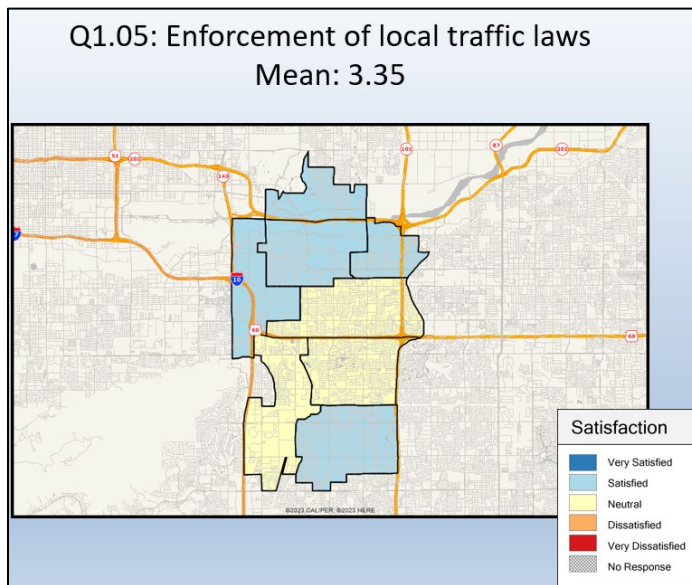
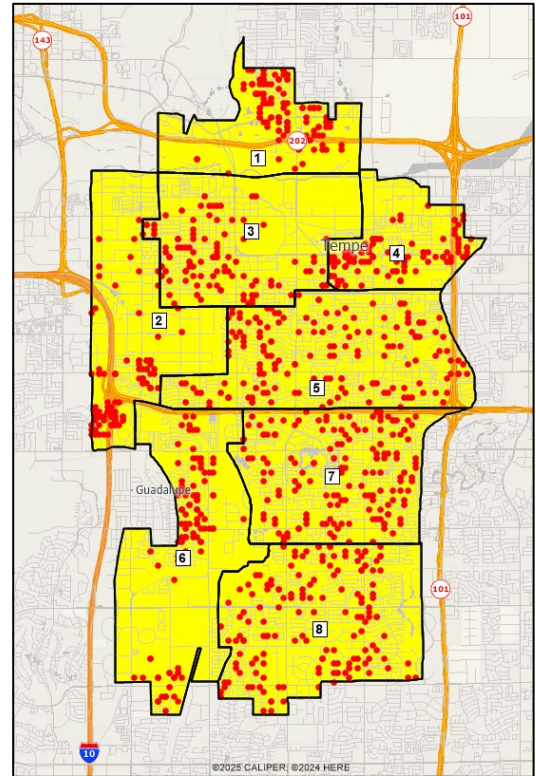
| 2025 Importance-Satisfaction Rating<br>Tempe, Arizona<br>Community Survey |                     |                           |                |                      |                                       |                   |
|---------------------------------------------------------------------------|---------------------|---------------------------|----------------|----------------------|---------------------------------------|-------------------|
| Category of Service                                                       | Most<br>Important % | Most<br>Important<br>Rank | Satisfaction % | Satisfaction<br>Rank | Importance-<br>Satisfaction<br>Rating | IS Rating<br>Rank |
| <b>Very High Priority (IS &gt;.20)</b>                                    |                     |                           |                |                      |                                       |                   |
| None                                                                      |                     |                           |                |                      |                                       |                   |
| <b>High Priority (IS &gt;.10)</b>                                         |                     |                           |                |                      |                                       |                   |
| Condition of City streets                                                 | 27%                 | 1                         | 53%            | 14                   | 0.1252                                | 1                 |
| <b>Medium Priority (IS &lt;.10)</b>                                       |                     |                           |                |                      |                                       |                   |
| Police services                                                           | 24%                 | 2                         | 70%            | 7                    | 0.0715                                | 2                 |
| Traffic safety (Vision Zero)                                              | 14%                 | 5                         | 51%            | 16                   | 0.0708                                | 3                 |
| Economic/business development                                             | 15%                 | 4                         | 54%            | 13                   | 0.0682                                | 4                 |
| Neighborhoods                                                             | 19%                 | 3                         | 67%            | 10                   | 0.0642                                | 5                 |
| Alley maintenance                                                         | 8%                  | 10                        | 51%            | 15                   | 0.0369                                | 6                 |
| Community Health/Human/Social/Education services                          | 9%                  | 9                         | 59%            | 12                   | 0.0345                                | 7                 |
| Appearance of City                                                        | 12%                 | 6                         | 71%            | 6                    | 0.0339                                | 8                 |
| Traffic delays                                                            | 6%                  | 14                        | 44%            | 17                   | 0.0328                                | 9                 |
| Art, recreation programs, & library services                              | 12%                 | 7                         | 73%            | 5                    | 0.0318                                | 10                |
| Parks                                                                     | 12%                 | 8                         | 75%            | 4                    | 0.0295                                | 11                |
| Multimodal (streetcar, bus, etc.)                                         | 7%                  | 11                        | 69%            | 9                    | 0.0217                                | 12                |
| Disability services                                                       | 4%                  | 16                        | 60%            | 11                   | 0.0146                                | 13                |
| Customer service                                                          | 4%                  | 15                        | 69%            | 8                    | 0.0126                                | 14                |
| Solid waste (trash), recycling, & green organics                          | 6%                  | 13                        | 87%            | 2                    | 0.0081                                | 15                |
| Fire services                                                             | 6%                  | 12                        | 91%            | 1                    | 0.0054                                | 16                |
| Emergency medical services                                                | 3%                  | 17                        | 85%            | 3                    | 0.0050                                | 17                |

The table above offers an example of the I-S Rating from the 2025 City of Tempe Community Survey. The table shows that Tempe could maximize resident satisfaction with the overall quality of services by investing in the condition of City streets. Investments in fire and EMS services would have the least impact on the overall satisfaction because of the low level of importance and already high satisfaction in those areas.

**Task 3.1.2 GIS Mapping.** ETC Institute staff has successfully geocoded survey results for over 100 market research projects within the past three years. Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support customer satisfaction analysis and other planning and modeling efforts across the country.

The map to the right identifies the 8 character-areas in the City of Tempe that were surveyed in 2025 and shows the block-level location of the respondents to the 2025 survey. The GIS Maps our team creates provide our clients with a visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with City leaders and elected officials.

Our GIS Maps not only provide our clients with a visual representation of the areas that are surveyed, but they can also show areas where residents have the greatest and least amount of satisfaction with various services. The map below shows how respondents to the 2025 Tempe Community survey rate the enforcement of local traffic laws. Areas in blue identify areas with high satisfaction, areas in yellow are neutral, and areas in orange and red indicate high levels of not satisfied responses. The results are shaded based on character areas in the community, but ETC Institute will work with the City to determine which shading methods meet the goals and objectives of the project.



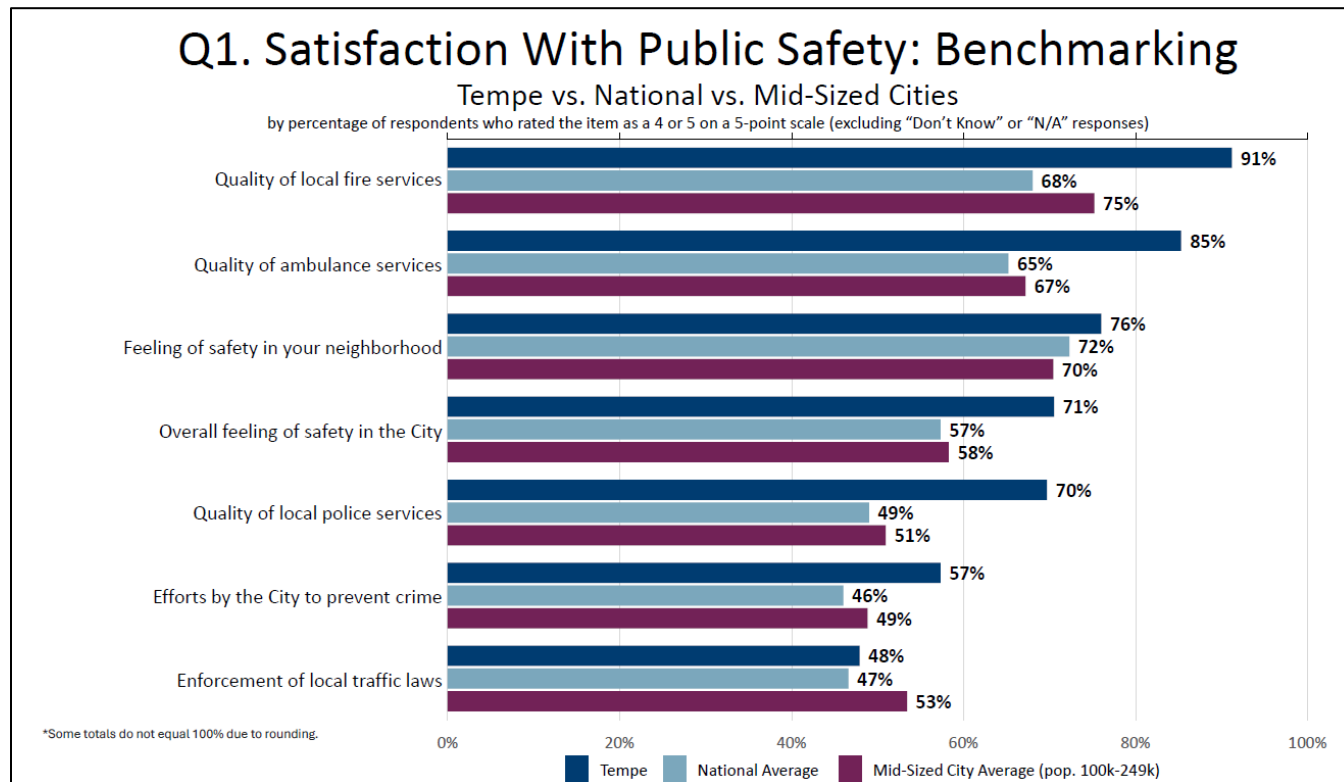
ETC Institute will prepare maps showing the results of specific questions on the survey by census block group (or other geographic characteristics decided upon by the City). ETC Institute will geocode the home address of survey respondents to the block latitude and longitude coordinates, this ensures the exact location of a respondent's household is not revealed. GIS maps continue to be an effective tool for communicating the results of the survey to elected officials and the public.

### Task 3.1.3 Crosstabulations

Based on a discussion with the City, ETC Institute will create cross-tabulations of questions on the survey with key demographic variables (i.e., age, gender, race/ethnicity, income, number of years lived in the City, geographic characteristics (Census tract/other areas), and others. ETC Institute will work with the City to understand the significant differences found in the cross-tabulations and can deliver additional data to help understand those significant differences.

### Task 3.1.4 Normative Comparisons – Benchmarks.

Benchmarking is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 58% of residents are satisfied with the overall quality of the City’s public works services, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains national, regional, peer-city, and population-based benchmarking data for more than 80 types of local governmental services. Below is an example of benchmarking comparisons ETC Institute provided for the City of Tempe comparing public safety items.



Benchmarking can help local governments understand how their results compare to similar communities. ETC Institute will work with City staff to understand the comparative needs of the project. Based on this discussion, ETC Institute will offer benchmarking options that can include and are not limited to, US average, regional averages, performance ranges based on other surveys administered for ETC Institute clients, as well as population and size-based comparisons. Without comparative data, it is difficult to know how well an organization is performing.

### Task 3.1.5 Interactive Data Dashboard ~ Optional Service

ETC Institute will build a dashboard for the resident survey. The dashboard would allow the City to query the full set of survey results in real time anywhere with access to the internet (smart phone, tablet, laptop, PC, etc.). Our interactive dashboards give clients the ability to explore the data and drill-down into the results on-demand in ways that were not previously possible with printed reports and traditional databases. Below is the main page for the City of Tempe, AZ Community Survey Dashboard.



The dashboard will be built once the report is finalized. ETC Institute can arrange a webinar to demonstrate the service if the City is interested at no additional charge.

### Task 3.2 Prepare a Final Report

ETC Institute will develop a written report utilizing the analysis tools found in Task 3.1. The report will provide a thorough analysis of the data, including a summary of the results, identification of potential areas of concern, and top priorities for improvement. The report will describe the methods used in conducting the survey and the number of respondents surveyed. The full report will also include the following:

- An **executive summary** that includes the description of the survey methodology, major findings, and a summary of the priorities based on the Importance-Satisfaction Analysis.
- **Charts and graphs** for all questions on the survey as well as any **trends** the City would like to see from previous survey results if applicable.
- **Benchmarking Analysis** comparing the results from Novi with regional and national averages as well as peer-cities if needed.
- **Importance-Satisfaction Analysis** that identify the top priorities for improvement and how they should be integrated into budget decisions, delivered in both tabular and matrix formats as described above.
- **GIS Maps** that show visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with City leaders and elected officials.

- **Cross-tabulations** that break down the results by key variables.
- Verbatim **open-ended responses**.
- **Data tables** showing the results for all questions on the survey.
- A copy of the **survey instrument**.

### **Task 3.3 Present the Survey Findings**

Once a final presentation is approved by the City, ETC Institute's project manager will present the findings at a mutually agreed upon date and time. Additional presentations can be requested by the City for an additional fee.

### **Task 3 Deliverables**

Prior to completing the final written report, ETC Institute will meet with the City to discuss recommendations, preliminary results, and the preliminary analysis conducted. Once the City makes their final recommendations, ETC Institute will develop and deliver an electronic version of a draft final report. ETC Institute will also provide the raw survey data in an Excel spreadsheet that includes the latitude and longitude coordinates, at the block level, for all responses and a data dictionary. ETC Institute will deliver the link to the final dashboard and provide training on the capabilities and functionality to City staff if requested. Finally, a project manager from ETC institute will present the findings to the City.

## Section 2: Business Survey Approach

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Our proposed methodology for the City's Business Survey is designed to help the City of Novi achieve both short- and long-range objectives by relying on our experience and analytics to help ensure the City makes data-driven decisions at the highest levels. Our ability to help the City achieve these goals is based on an approach that adheres to three guiding principles:

- **Continuity:** ETC Institute understands the importance of monitoring business perceptions and how they change over time. Our research process will incorporate data from previous surveys to be used as benchmarks for assessing current and future performance measures. This will involve using previous Business Surveys as a base for developing the new business Survey to ensure the compatibility of the new data with past results. All activities that comprise this project will be designed to work in tandem to ensure all of the goals and objectives of the project are fully realized.
- **Strategic Value:** To ensure Business Survey results serve as a powerful tool for decision-making, organizations must see the value in the results. Our approach is designed to ensure the data collected meets the informational needs of decision-makers to encourage City leaders to use the data as part of their core decision-making processes. If the Business Survey results have strategic value, they will inherently become part of the process for setting priorities for the City. Our clients use our services to establish priorities for their community that are based on survey results to ensure they will be used as a part of the City's ongoing planning process. When research projects are designed with strategic values in mind, the results become woven into the fabric of the decision-making process at the highest levels of the organization.
- **Performance Measurement:** Since the results of the Business Survey will be used to help guide decisions, the survey instrument and data analysis tools must be designed to generate objective performance measures free of bias. The Business Survey will be designed to collect objective feedback for the City to ensure leaders better understand the needs of businesses and have the ability to improve areas that are most in need. ETC Institute will work with the City of Novi to refine any existing performance indices and develop new indices that give leaders the ability to objectively assess the change in the community's performance from previous surveys and into the future.
- **Project Communication:** ETC Institute will provide progress updates to the City on a weekly basis and will participate in bi-weekly check-in meetings with City staff, conducted virtually, as requested. The Project Manager will immediately notify the City of any challenges that may affect sample targets, project schedule, or data integrity and will work collaboratively with City staff to resolve any issues. ETC Institute is committed to responsive communication and will respond to all City inquiries within one (1) business day.

The Business Survey methodology proposed by ETC Institute will be completed through three phases:

### Phase 1: Develop the Survey and Sampling Plan

#### Task 1.1 Develop the Survey

Once selected for the project, ETC Institute will meet with City staff via phone or web-based conference to formally kick off the project. The purpose of this meeting will be to discuss the goals and objectives of the study, confirm desired outcomes, and establish a shared understanding of project expectations.

ETC Institute will provide examples of surveys developed for comparable communities to support discussion and facilitate the design process. City input gathered during this phase will be incorporated to develop a survey instrument that meets all project goals and adheres to established ethical standards for neutrality, clarity, and accessibility.

ETC Institute recommends that the Business Survey be limited to no more than four pages and designed to take approximately 5–10 minutes to complete. While ETC Institute is capable of administering a survey of up to six pages, shorter surveys consistently achieve higher response rates. As such, ETC Institute will work with City staff to identify opportunities to streamline the questionnaire while preserving critical content.

Based on feedback and direction provided by the City's project team, ETC Institute will prepare the initial draft of the business survey for City review. It is anticipated that three to four drafts of the survey will be prepared before final approval. The City will have the opportunity to review and provide final approval of the survey instrument prior to administration.

ETC Institute will also work with the City to develop a cover letter that will accompany the mailed version of the survey and be used to create a landing page for the online survey. The cover letter will be developed on City letterhead and signed by a City representative. It will explain the purpose of the survey, how business feedback will be used, and the steps for completing the survey.

ETC Institute recommends including a "research panel" question at the end of the business survey. This question allows respondents to opt in to participate in future City-sponsored research efforts, such as focus groups or follow-up surveys. ETC Institute would manage the opt-in list and assist the City in contacting participating businesses as needed.

### ***Translations***

The survey will be designed to reach a diverse range of businesses and will be administered in a manner that is sensitive to cultural, legal, and accessibility considerations. The survey instrument can be professionally translated into Spanish and other languages for the online version.

ETC Institute will make the Spanish version of the survey available online and can provide other languages if needed. ETC Institute can also offer the option to complete the survey by telephone in multiple languages. The cover letter will include translated language informing non-English speakers that they may complete the survey online in their preferred language or contact a toll-free number to complete the survey by phone. Calls will be handled by interviewers in ETC Institute's call center, with translator support provided as needed.

ETC Institute will work closely with the City to review all available translation and language access options and will recommend the approach that best meets the needs of the City and the objectives of the project.

### **Task 1.2 Design the Sampling Plan**

As a part of Task 1.2, ETC Institute will develop and finalize a sampling plan based on input from the City. Based on previous experience conducting business surveys, ETC Institute has included the following sampling plan for the City's consideration. ETC Institute recommends designing a sampling plan based on completing a minimum of 75 completed surveys for a business survey - but will include all business addresses within the sample area in the sampling plan – every business selected will receive a survey and a follow-up. To supplement the City's list of registered businesses, ETC Institute will purchase a list of businesses from one of the largest brokerage firms in the world who has a list of all business addresses within the City's boundaries.

ETC Institute will do everything possible to maximize your investment in our services and will not charge the City any additional fees to provide data entry and verification of responses collected above and beyond the goal of 75. A sample size of 75 completed surveys will allow ETC Institute to provide crosstabulations for key demographic variables such as industry, company size, number of years operating in the City, and others. Demographic data will be used to monitor the distribution of responses to ensure the responding population of the survey is representative of the universe of the sample. ETC Institute guarantees that a representative sample of the City's population will be surveyed using our suggested sampling methodology. If the final results are not representative of the City's population, ETC Institute has the ability to weight the results based on the most recently available Census estimates. However, ETC Institute prefers to administer the survey in a way that ensures representation without the needs for weights that can convolute the survey results and make it more difficult for staff or elected officials to fully understand the process and the final results. ETC Institute will discuss with the City before any weights are applied to the data.

### **Task 1 Deliverables**

ETC Institute will deliver the approved survey instrument and the link to the online survey. ETC Institute will also provide a description of the finalized sampling plan.

## Phase 2: Administer the Survey

### Task 2.1 Administer the Survey

Once the final survey instrument and sampling plan is approved by the City, ETC Institute will administer the survey. ETC Institute recommends using a hybrid methodology consisting primarily of mail and online surveys. Given the negative impact Caller ID has had on phone survey response rates and the need to ensure diverse populations are well represented, we offer the hybrid mail/online methodology to maximize the overall level of response. Even if respondents do not respond by mail, those who receive the mailed version of the survey are significantly more likely to respond to the survey online because they know the survey is legitimate. The mailed survey will include a cover letter (on official letterhead) that will explain the importance and purpose of the survey, encourage participation, and include a link to the online survey for businesses who prefer that option. Although we will rely heavily upon our mail/online approach, ETC Institute has a fully staffed and state-of-the-art call center that will be used to make any necessary follow-ups via phone. A phone number will also be listed on the cover letter that accompanies the mailed survey for customers who prefer to take the survey over the phone. If needed, phone calls will be made to collect responses from demographic groups that did not have a robust enough response to our mail/online contact attempts.

The following procedures will take place in our mail/online hybrid methodology. ETC Institute will deliver a detailed survey engagement plan to the City before administration begins. All the procedures detailed on the following pages will be delivered in-house at our main office.

#### ***Survey Administration Procedures:***

ETC Institute will work closely with the City to develop a comprehensive communication plan for the survey. As part of this effort, ETC Institute will provide sample press briefings and outreach materials that the City may use to inform businesses about the survey. Advance communication and public awareness efforts have been shown to significantly improve response rates and overall participation.

ETC Institute's proposed fees include the printing and mailing of up to 2,000 survey packets and 2,000 reminder postcards. This distribution is designed to achieve a target response rate of approximately 10 percent, with a goal of obtaining completed surveys from 75 businesses. ETC Institute has a proven track record of successfully engaging hard-to-reach populations through the use of our multi-mode survey methodology.

Each selected business will receive a mailed survey packet that includes the survey instrument and a postage-paid return envelope. The packet will include a cover letter printed on official City letterhead that explains the purpose of the survey and assures respondents that all responses will remain anonymous. When delivering the data to the City, ETC Institute will geocode respondent addresses to the block level. All personally identifiable information will be removed from open-ended responses, and all reasonable measures will be taken to protect respondent confidentiality and anonymity.

To ensure the survey results are representative of the entire community, ETC Institute will concentrate follow-up efforts in demographic and geographic areas with lower response rates. Follow-up activities may include reminder postcards, text messages, emails, and a second mailing of the survey instrument, if necessary. ETC Institute will also use targeted social media advertising to increase awareness of the survey and encourage participation, particularly among younger respondents, non-native English speakers, and other historically underrepresented populations.

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| <div> <div>2025 Importance-Satisfaction Rating</div> <div>Plantation, Florida</div> <div>Decision to Locate Your Business in Plantation</div> </div> <div>  </div> |                  |                     |                |                   |                                |                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|----------------|-------------------|--------------------------------|-----------------|
| Category of Service                                                                                                                                                                                                                                   | Most Important % | Most Important Rank | Satisfaction % | Satisfaction Rank | Importance-Satisfaction Rating | I-S Rating Rank |
| <b>Medium Priority (IS &lt; 10)</b>                                                                                                                                                                                                                   |                  |                     |                |                   |                                |                 |
| Plantation as a safe City                                                                                                                                                                                                                             | 31%              | 2                   | 78%            | 8                 | 0.0681                         | 1               |
| Plantation as a business-friendly City                                                                                                                                                                                                                | 29%              | 3                   | 77%            | 9                 | 0.0661                         | 2               |
| Overall image of City                                                                                                                                                                                                                                 | 33%              | 1                   | 83%            | 4                 | 0.0568                         | 3               |
| Quality of new development & redevelopment                                                                                                                                                                                                            | 17%              | 6                   | 67%            | 11                | 0.0549                         | 4               |
| Physical appearance of the area where your business is located                                                                                                                                                                                        | 26%              | 5                   | 81%            | 6                 | 0.0513                         | 5               |
| Level of taxation                                                                                                                                                                                                                                     | 9%               | 8                   | 48%            | 17                | 0.0490                         | 6               |
| How well City is planning growth                                                                                                                                                                                                                      | 14%              | 7                   | 65%            | 12                | 0.0484                         | 7               |
| Access to highways                                                                                                                                                                                                                                    | 27%              | 4                   | 86%            | 2                 | 0.0369                         | 8               |
| Availability of trained employees                                                                                                                                                                                                                     | 9%               | 9                   | 61%            | 13                | 0.0336                         | 9               |
| Availability of property/land                                                                                                                                                                                                                         | 5%               | 13                  | 50%            | 16                | 0.0271                         | 10              |
| Broward County public transit as means for your employees & customers to reach your business                                                                                                                                                          | 6%               | 11                  | 58%            | 14                | 0.0263                         | 11              |
| Availability of quality housing options for employees                                                                                                                                                                                                 | 5%               | 15                  | 55%            | 15                | 0.0217                         | 12              |
| Proximity of businesses that are important to your business                                                                                                                                                                                           | 9%               | 10                  | 75%            | 10                | 0.0215                         | 13              |
| Availability of retail, dining & entertainment                                                                                                                                                                                                        | 6%               | 12                  | 83%            | 3                 | 0.0100                         | 14              |
| Availability of libraries, arts, sports & cultural amenities (quality of life)                                                                                                                                                                        | 3%               | 16                  | 80%            | 7                 | 0.0065                         | 15              |
| Access to airports & seaports                                                                                                                                                                                                                         | 5%               | 14                  | 87%            | 1                 | 0.0065                         | 16              |
| Availability of telecommunications, utilities & other infrastructure                                                                                                                                                                                  | 3%               | 17                  | 81%            | 5                 | 0.0056                         | 17              |

The table above offers an example of the I-S Rating from the 2025 City of Plantation Business survey. The table shows that Plantation is currently providing services at the expected level for businesses and should continue with its current emphasis.

### **Task 3.1.2 GIS Mapping.**

ETC Institute staff has successfully geocoded survey results for over 100 market research projects within the past three years. Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support customer satisfaction analysis and other planning and modeling efforts across the country.

The GIS Maps our team creates provide our clients with a visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with City leaders and elected officials. Our GIS Maps not only provide our clients with a visual representation of the areas that are surveyed, but they can also show areas where businesses have the greatest and least amount of satisfaction with various services.

ETC Institute will prepare maps showing the results of specific questions on the survey by census block group (or other geographic characteristics decided upon by the City). ETC Institute will geocode the business address of survey respondents to the block latitude and longitude coordinates, this ensures the exact location of a respondent's household is not revealed. GIS maps continue to be an effective tool for communicating the results of the survey to elected officials and the public.

### **Task 3.1.3 Crosstabulations**

Based on a discussion with the City, ETC Institute will create crosstabulations of questions on the survey with key demographic variables(i.e., gender, revenue, number of years in the City, number of employees, geographic characteristics, MBE/WBE status, and other factors), and others. ETC Institute will work with the City to understand the significant differences found in the cross-tabulations and can deliver additional data to help understand those significant differences.

### **Task 3.1.4 Interactive Data Dashboard ~ Optional Service**

ETC Institute will build the dashboard for the business survey. The dashboard would allow the City to query the full set of survey results in real time anywhere with access to the internet (smart phone, tablet, laptop, PC, etc.). Our interactive dashboards give clients the ability to explore the data and drill-down into the results on-demand in ways that were not previously possible with printed reports and traditional databases. Below is the main page for the City of Tempe, AZ Business Survey Dashboard.



The dashboard will be built once the report is finalized. ETC Institute can arrange a webinar to demonstrate the service if the City is interested at no additional charge.

### **Task 3.2 Prepare a Final Report**

ETC Institute will develop a written report utilizing the analysis tools found in Task 3.1. The report will provide a thorough analysis of the data, including a summary of the results, identification of potential areas of concern, and top priorities for improvement. The report will describe the methods used in conducting the survey and the number of respondents surveyed. The full report will also include the following:

- An **executive summary** that includes the description of the survey methodology, major findings, and a summary of the priorities based on the Importance-Satisfaction Analysis.
- **Charts and graphs** for all questions on the survey as well as any **trends** the City would like to see from previous survey results if applicable.
- **Importance-Satisfaction Analysis** that identify the top priorities for improvement and how they should be integrated into budget decisions, delivered in both tabular and matrix formats as described above.
- **GIS Maps** that show visual representation of the areas of the City that are surveyed and can be used as an extremely useful communication tool with City leaders and elected officials.
- **Cross-tabulations** that break down the results by key variables.
- Verbatim **open-ended responses**.
- **Data tables** showing the results for all questions on the survey.
- A copy of the **survey instrument**.

### **Task 3.3 Present the Survey Findings**

Once a final presentation is approved by the City, ETC Institute's project manager will present the findings at a mutually agreed upon date and time. Additional presentations can be requested by the City for an additional fee.

### **Task 3 Deliverables**

Prior to completing the final written report, ETC Institute will meet with the City to discuss recommendations, preliminary results, and the preliminary analysis conducted. Once the City makes their final recommendations, ETC Institute will develop and deliver an electronic version of a draft final report. ETC Institute will also provide the raw survey data in an Excel spreadsheet that includes the latitude and longitude coordinates, at the block level, for all responses and a data dictionary. ETC Institute will deliver the link to the final dashboard and provide training on the capabilities and functionality to City staff if requested. Finally, a project manager from ETC institute will present the findings to the City.

## Section 3: Employee Survey Approach

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Our proposed methodology for the City's Employee Survey is designed to help the City of Novi achieve both short- and long-range objectives by relying on our experience and analytics to help ensure the City makes data-driven decisions at the highest levels. Our ability to help the City achieve these goals is based on an approach that adheres to three guiding principles:

- **Continuity:** ETC Institute understands the importance of monitoring employee perceptions and how they change over time. Our research process will incorporate data from previous surveys to be used as benchmarks for assessing current and future performance measures. All activities that comprise this project will be designed to work in tandem to ensure all of the goals and objectives of the project are fully realized.
- **Strategic Value:** To ensure Employee Survey results serve as a powerful tool for decision-making, organizations must see the value in the results. Our approach is designed to ensure the data collected meets the informational needs of decision-makers to encourage City leaders to use the data as part of their core decision-making processes. If the Employee Survey results have strategic value, they will inherently become part of the process for setting priorities for the City. Our clients use our services to establish priorities for their community that are based on survey results to ensure they will be used as a part of the City's ongoing planning process. When research projects are designed with strategic values in mind, the results become woven into the fabric of the decision-making process at the highest levels of the organization.
- **Performance Measurement:** Since the results of the Employee Survey will be used to help guide decisions, the survey instrument and data analysis tools must be designed to generate objective performance measures free of bias. The Employee Survey will be designed to collect objective feedback for the City to ensure leaders better understand the needs of employees and have the ability to improve areas that are most in need. ETC Institute will work with the City of Novi to refine any existing performance indices and develop new indices that give leaders the ability to objectively assess the change in the community's performance from previous surveys and into the future.
- **Project Communication:** ETC Institute will provide progress updates to the City on a weekly basis and will participate in bi-weekly check-in meetings with City staff, conducted virtually, as requested. The Project Manager will immediately notify the City of any challenges that may affect sample targets, project schedule, or data integrity and will work collaboratively with City staff to resolve any issues. ETC Institute is committed to responsive communication and will respond to all City inquiries within one (1) business day.

The Employee Survey methodology proposed by ETC Institute will be completed through three phases:

### Phase 1: Develop and Finalize the Survey

#### Task 1.1 Develop the Survey

Once selected for the project, ETC Institute will meet with the City's project team via phone or web-based conference to discuss the goals and objectives of the project and to confirm the desired goals and outcomes of the project. ETC Institute will utilize the most recent Employee Survey administered by ETC Institute as a guide but will also provide sample surveys created for similar projects. ETC Institute will use sample surveys as well as input from the City's project team to develop a first draft of a survey instrument designed to meet all desired goals and outcomes of the project. The survey should be no longer than five pages and should take approximately 10 minutes for employees to complete. Shorter surveys receive better response rates and ETC Institute will suggest ways the City can shorten the survey to increase the overall response by employees. Based on a thorough discussion with the City's project team, ETC Institute will develop a first draft of the employee survey.

### **Task 1.2 Finalize the Survey**

The City's project team and department leaders will review the first draft of the survey and provide feedback to ETC Institute. The feedback will include:

- Feedback on the core survey questions (ETC Institute's Core Benchmarking questions for which national, regional, and organizational size comparisons are available)
- A list of the departments for which each the City will want survey results
- A list of the departments for which the City will want summary reports (if desired)
- A list of the departments for which the City will want dashboards (if desired)
- The number of employees in each department to be used for tracking purposes

### **Task 1.3 Revise and Build Online Survey Instrument**

ETC Institute will make all necessary changes to the survey based on feedback from the City's project team and department leaders. Once the survey is approved by the City, ETC Institute will develop an online version of the survey that will be used as the primary means of administration.

It is anticipated that 3-4 drafts of the Employee Survey will be prepared before they are approved by the City's project team. The City's project team will be given an opportunity to review and provide final approval of the survey instrument before administration begins. Once the survey instrument is approved by the City's project team, ETC Institute will conduct an internal pre-test to ensure they are understood as designed.

### **Task 1 Deliverables**

ETC Institute will deliver the approved survey instrument and the online link to the survey. The City will have final approval before the survey is conducted. ETC Institute will also discuss with the City how many hard copy surveys are needed with postage-paid return reply envelopes for employees who do not have regular access to computers at work.

## **Phase 2: Promote Awareness and Administer Survey**

### **Task 2.1 Promote Awareness of the Survey**

Departments should promote awareness of the survey and encourage employees to participate. Because the City wishes to increase the number of completed surveys ETC Institute recommends offering an incentive to departments who receive the highest response rates, or incentives for individual employees who participate in the survey. If the City chooses to offer individual incentives, ETC Institute can track, manage, and award incentives for the City to ensure the anonymity of respondents is kept intact.

### **Task 2.2 Initiate Administration**

Department leaders will send emails to all employees. The emails will briefly explain the purpose of the survey and will contain a link to the online survey. There will also be information regarding where employees can pick up paper versions of the survey that can be returned to ETC Institute using postage paid return reply envelopes.

ETC Institute will provide sample emails that can be tailored to the City. The final administration procedure may be changed based on a discussion with the City's project team. Some clients decide that one central source should send out the invitations, while others have department leaders send out survey invitations. ETC Institute recommends that the City set a timeline for the survey to be completed between 2-4 weeks. However, ETC Institute can extend the survey administration for however long the City would like to increase participation.

### **Task 2.3 Reminders and Communication**

Up to three reminder emails per week will be sent to employees to maximize the response rate to the survey over a 2–4-week period after the initial emails are sent. If the City chooses, administration can be extended to maximize the overall response to the surveys.

ETC Institute will provide updates two times per week regarding the number of surveys completed per department. This will allow concentrated follow-up efforts to encourage participation among departments where response to the survey is low.

### **Task 2.4 Complete Administration**

Administration should be completed within 4 weeks, but it may be extended or shortened depending on the response to the survey. ETC Institute will work with the City's project team to set specific department-level goals and will regularly update the project team on the progress of each department to coordinate an end of administration procedures.

### **Task 2 Deliverables**

Once the survey is closed, ETC Institute will deliver the final counts of completed surveys per department. ETC Institute will provide tables that show the overall results for all questions on the employee survey.

## **Phase 3: Analysis and Reporting**

### **Reporting Kick-Off Meeting**

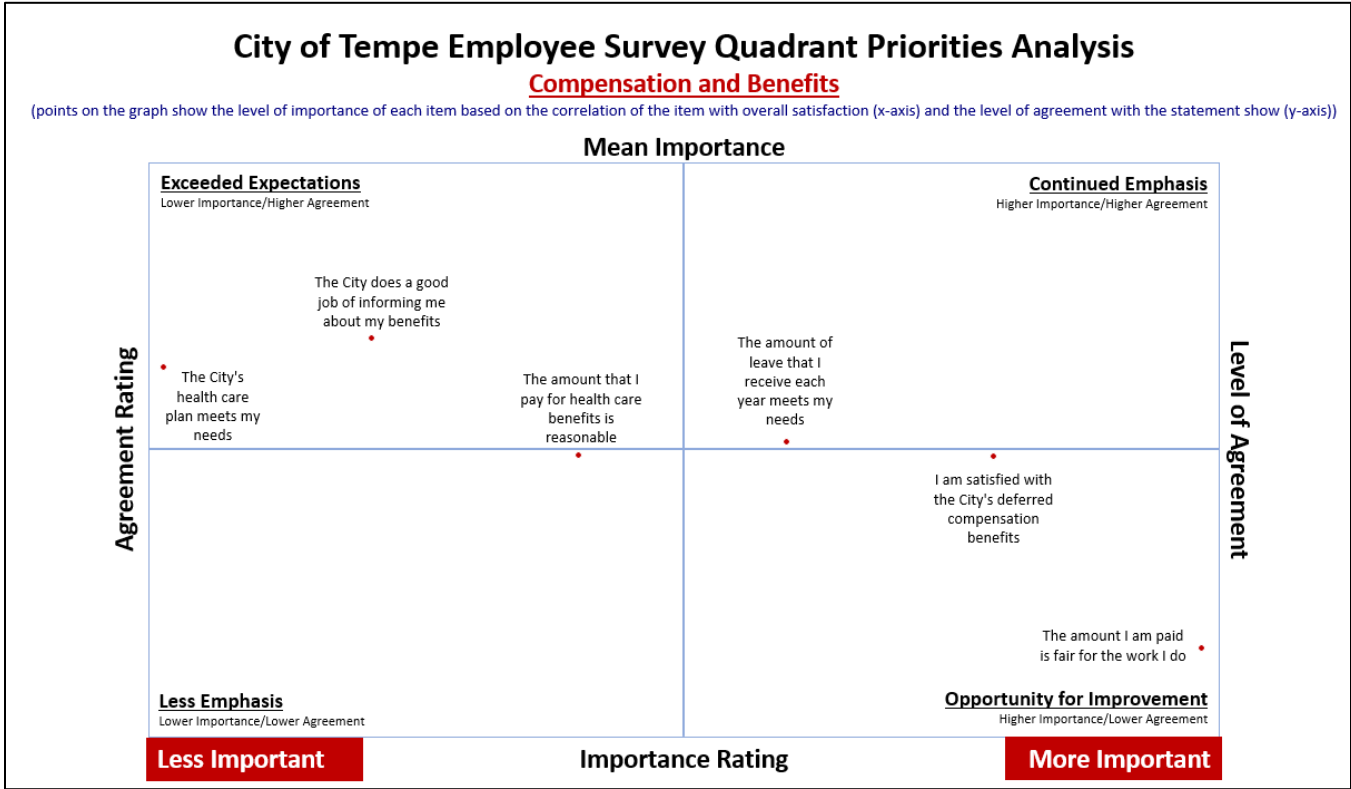
ETC Institute recommends holding a reporting kickoff meeting with City staff prior to the start of report development. This meeting will provide an opportunity to review the reporting approach used in previous years and discuss any desired updates or refinements for the upcoming report. Addressing these items early in the process will help ensure alignment with City expectations and reduce the need for revisions later in the reporting phase.

### **Task 3.1 Analyze the Survey Results**

Once all survey administration is complete and tables showing the overall results for the survey are delivered to the City's project team, ETC Institute will prepare a draft final report for the overall City level results that summarizes the overall findings from the survey. The full report will include the following analysis features.

**Task 3.1.1 Importance-Agreement Analysis (Quadrant Priorities Analysis)**

By using specific design features, ETC Institute will utilize the survey data to create the Quadrant Priorities Analysis. The Quadrant Priorities are based on the concept that employers will maximize overall employee satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. During the past 30 years, ETC Institute has continually refined the analysis to maximize its usefulness as a decision-making tool.



The matrix above offers an example from the 2024 City of Tempe Employee Survey. The matrix shows that the City could maximize overall employee satisfaction with employee compensation and benefits by investing in improvements, improving pay and the City’s deferred compensation benefits (Opportunities for Improvement - bottom right quadrant). Investments in areas with high levels of agreement and lower levels of importance (Exceeded Expectations - upper left quadrant) would have the least impact on overall satisfaction with employee engagement.

### Task 3.1.2 Gap Analysis

Gap analysis is a tool that helps employers identify ways of increasing overall satisfaction among employees by identifying factors that are contributing to differences in satisfaction levels among employees. The table below shows an example from the 2024 City of Temple Employee survey where the mean ratings of the perceptions between employees who indicated they strongly agree with their current job at the City of Tempe, and those who strongly disagree with their employment. Items with the largest gaps are the most probable causes of disparities within the organization as it relates to general satisfaction. Employers who take action to address the items with the largest gaps will minimize disparities within the organization which will enhance overall satisfaction among employees over time.

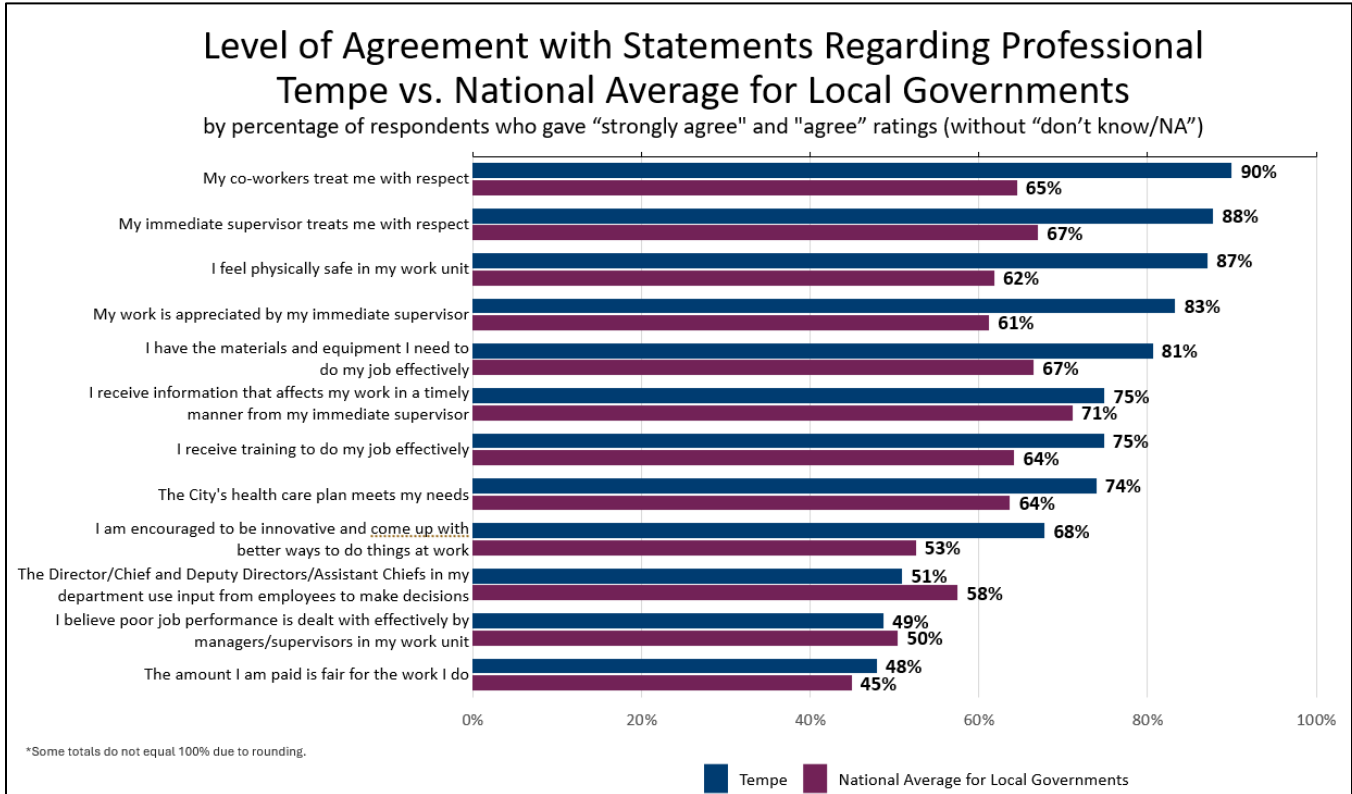
**Table 7: Overall Gap Analysis**

| Overall GAP Analysis (Very Satisfied - Very Dissatisfied)                                                                                   |                                                        |                                                           |                 |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------------------------------------|-----------------|
| Question                                                                                                                                    | Mean rating for employees who "strongly agree" with Q9 | Mean rating for employees who "strongly disagree" with Q9 | Mean Difference |
| Q3-5. I believe my opinions matter at work                                                                                                  | 4.5                                                    | 1.45                                                      | 3.05            |
| Q3-27. Overall, I am satisfied with the working environment in my department                                                                | 4.65                                                   | 1.76                                                      | 2.89            |
| Q3-19. I believe exceptional job performance is recognized appropriately by managers/supervisors in my work unit                            | 4.4                                                    | 1.59                                                      | 2.81            |
| Q3-18. I believe assignments in my department are distributed fairly                                                                        | 4.34                                                   | 1.56                                                      | 2.78            |
| Q5-9. I am comfortable expressing my opinions about work related issues to my department Director/Chief & Deputy Directors/Assistant Chiefs | 4.27                                                   | 1.5                                                       | 2.77            |
| Q5-15. Overall, I am satisfied with my level of engagement in my department                                                                 | 4.48                                                   | 1.72                                                      | 2.76            |
| Q3-15. The Director/Chief & Deputy Directors/Assistant Chiefs in my department listen to me                                                 | 4.34                                                   | 1.58                                                      | 2.76            |

In the example above, the chart shows that by addressing issues related to ensuring employees believe their opinions matter the City and the overall working environment in their department should begin to close the 'gap' between respondents who agree and those who are disagree with their employment at the City of Tempe. If the City does not address the issues with the largest gaps, they will continue to be factors that significantly contribute to differences in satisfaction levels among employees.

### Task 3.1.3 Normative Comparisons – Benchmarks.

Benchmarking is a highly effective tool that helps decision-makers interpret the meaning of survey data. If 67% of employees are satisfied with their overall employment at the City, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains national, regional, and population-based benchmarking data for various employee survey topics. Benchmarking can help local governments understand how their results compare to similar employers. Below is an example of the Benchmarking provided for the City of Tempe is 2024.



Benchmarking can help local governments understand how their results compare to similar communities. ETC Institute will work with City staff to understand the comparative needs of the project. Without comparative data, it is difficult to know how well an organization is performing.

### Task 3.1.4 Cross-Tabulations

Based on a discussion with the City's project team, ETC Institute will create crosstabulations of questions on the survey with key demographic variables (i.e., age, gender, number of years as an employee, department, position type, and others). ETC Institute will work with the City's project team to understand the significant differences found in the cross-tabulations among the key demographic groups. These cross-tabulations will also be utilized to create a full profile of City employees.

### Task 3.1.5 Interactive Data Dashboard – Optional Service

ETC Institute will build the dashboard for the employee survey. The dashboard would allow the City to query the full set of survey results in real time anywhere with access to the internet (smart phone, tablet, laptop, PC, etc.). Our interactive dashboards give clients the ability to explore the data and drill-down into the results on-demand in ways that were not previously possible with printed reports and traditional databases. Below is the main page for the City of Tempe, AZ Employee Survey Dashboard.



The dashboard will be built once the report is finalized. ETC Institute can arrange a webinar to demonstrate the service if the City is interested at no additional charge.

### Task 3.2 Prepare a Final Report

ETC Institute will develop a written report utilizing the analysis tools found in Task 3.1. The report will provide a thorough analysis of the data, including a summary of the results, identification of potential areas of concern, and top priorities for improvement and GAP analysis. The report will describe the methods used in conducting the survey and the number of respondents surveyed. The full report will also include the following:

- An **executive summary** that includes the description of the survey methodology, major findings, and a summary of the priorities based on the Importance-Agreement Analysis.
- **Charts and graphs** for all questions on the survey as well as any **trends** the City would like to see from previous survey results if applicable.
- **Benchmarking Analysis** comparing the results from Novi with national averages.
- **Importance-Agreement Analysis** that identify the top priorities for improvement and how they should be integrated into budget decisions, delivered in both tabular and matrix formats as described above.
- **Gap analysis** is a tool that helps employers identify ways of increasing overall satisfaction among employees by identifying factors that are contributing to differences in satisfaction levels among employees.

- **Cross-tabulations** that break down the results by key variables.
- **Open-ended Comments** from the survey: ETC Institute will discuss with the City how they would like to handle the open-ended comments from the City.
- **Data tables** showing the results for all questions on the survey.
- A copy of the **survey instrument**.

### **Task 3.3 Present the Survey Findings**

Once a final presentation is approved by the City, ETC Institute's project manager will present the findings at a mutually agreed upon date and time. Additional presentations can be requested by the City for an additional fee.

### **Task 3 Deliverables**

Prior to completing the final written report, ETC Institute will meet with the City to discuss recommendations, preliminary results, and the preliminary analysis conducted. Once the City makes their final recommendations, ETC Institute will develop and deliver an electronic version of a draft final report. ETC Institute will also provide the raw survey data in an Excel spreadsheet that includes the latitude and longitude coordinates, at the block level, for all responses and a data dictionary. ETC Institute will deliver the link to the final dashboard and provide training on the capabilities and functionality to City staff if requested. Finally, a project manager from ETC institute will present the findings to the City.

## Section 4: Pricing Section

The pricing tables below is all inclusive and includes pricing for all the services listed in the scope of work. The pricing below are the fees for ETC Institute to administer a community survey to all households in Novi.

| Novi Community Survey Fees                                                                        |                     |
|---------------------------------------------------------------------------------------------------|---------------------|
| Number of Completed Surveys:                                                                      | 400                 |
| <b>Phase 1: Develop the Survey and Sampling Plan</b>                                              |                     |
| Task 1.1 - Develop the Survey                                                                     | \$ 1,000.00         |
| Task 1.2 - Design the Sampling Plan                                                               | \$ 1,500.00         |
| <b>Phase 2: Administer the Survey</b>                                                             |                     |
| Task 2.1 - Administer the Survey                                                                  | \$ 15,500.00        |
| <b>Phase 3: Survey Analysis and Reporting</b>                                                     |                     |
| Task 3.1 - Analyze the Survey Results                                                             | \$ 1,000.00         |
| Task 3.2 - Prepare a Final Report ( <i>includes executive summary, charts, crosstabulations</i> ) | \$ 1,000.00         |
| <b>TOTAL</b>                                                                                      | <b>\$ 20,000.00</b> |

| Novi Business Survey Fees                                                                         |                     |
|---------------------------------------------------------------------------------------------------|---------------------|
| Number of Completed Surveys:                                                                      | 75                  |
| <b>Phase 1: Develop the Survey and Sampling Plan</b>                                              |                     |
| Task 1.1 - Develop the Survey                                                                     | \$ 1,000.00         |
| Task 1.2 - Design the Sampling Plan                                                               | \$ 1,500.00         |
| <b>Phase 2: Administer the Survey</b>                                                             |                     |
| Task 2.1 - Administer the Survey                                                                  | \$ 5,500.00         |
| <b>Phase 3: Survey Analysis and Reporting</b>                                                     |                     |
| Task 3.1 - Analyze the Survey Results                                                             | \$ 1,000.00         |
| Task 3.2 - Prepare a Final Report ( <i>includes executive summary, charts, crosstabulations</i> ) | \$ 1,000.00         |
| <b>TOTAL</b>                                                                                      | <b>\$ 10,000.00</b> |

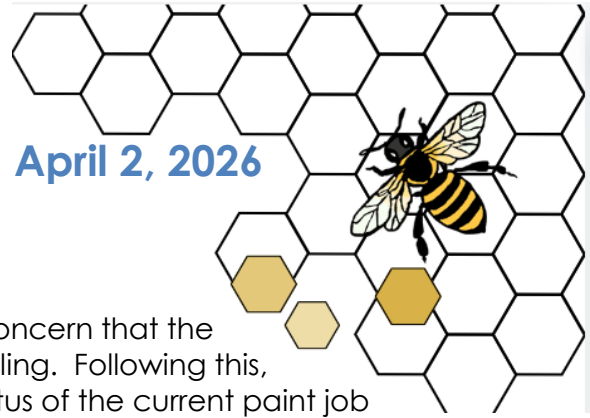
| Novi Employee Survey Fees                                                                         |                    |
|---------------------------------------------------------------------------------------------------|--------------------|
| Number of Completed Surveys:                                                                      | ~                  |
| <b>Phase 1: Develop the Survey</b>                                                                |                    |
| Task 1.1 - Develop the Survey                                                                     | \$ 2,000.00        |
| <b>Phase 2: Administer the Survey</b>                                                             |                    |
| Task 2.1 - Administer the Survey                                                                  | \$ 3,000.00        |
| <b>Phase 3: Survey Analysis and Reporting</b>                                                     |                    |
| Task 3.1 - Analyze the Survey Results                                                             | \$ 1,000.00        |
| Task 3.2 - Prepare a Final Report ( <i>includes executive summary, charts, crosstabulations</i> ) | \$ 2,000.00        |
| <b>TOTAL</b>                                                                                      | <b>\$ 8,000.00</b> |

### Optional Tasks:

- Webinar Presentations: Add \$500.00
- On-Site Presentation: Add \$2,750
- Translate the survey into additional languages other than Spanish: \$0.25 per word.
- Dashboard Services: \$7,500.00

# Buzz Report

April 2, 2026



## Hot Topics:

- **Novi Special Water Tower Paint Inquiry**

Resident Larry Ciancio reached out to the City expressing concern that the paint on the Novi Special Water Tower appeared to be peeling. Following this, City staff performed a drone inspection to check on the status of the current paint job and found that current paint job is indeed degrading in several places. The next steps are currently being determined.

- **New SMART Route Launch, 350 Wixom**

SMART will be launching a new, local fixed-route bus service on the projected date of Monday, April 20<sup>th</sup>. 250 Wixom is a community-oriented route with stops in downtown Wixom, northwestern Novi, downtown Walled Lake, the Walled Lake municipal complex, and southern Commerce Township running 7 days a week. Timetables will be posted on the [smartbus.org](https://smartbus.org) website ahead of launch to assist with trip planning. The Novi stops on the south side of Pontiac Trail are Beck, Wellington, Wedgewood, and Novi Square Shopping Center.

- **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. The mainline pipe crew continues on 14 Mile Road between Kingswood Boulevard and M-5. It will take the contractor a couple weeks to complete the final connections to the existing water main at each end of the replacement project area. GLWA and the contractor expect to reopen 14 Mile Road to eastbound traffic in a few weeks.

<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

- **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 14<sup>th</sup> 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 23<sup>rd</sup>](#) for a tentative approval of their PSLR Agreement and Concept plan.

- **El Car Wash** (Former PNC Bank) – Grand River Ave/12 Mile Rd  
Complete and now open.
- **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  
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: Late spring 2026*
- **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 now 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



## 2026 WEEKLY ROAD CONSTRUCTION UPDATE

March 31 through April 6

\*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

|               |                      |              |            |
|---------------|----------------------|--------------|------------|
| <b>YELLOW</b> | - NOT STARTED        | <b>GREEN</b> | - ACTIVE   |
| <b>RED</b>    | - STOPPED OR DELAYED | <b>BLACK</b> | - 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 10 - 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. Koneff 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/public-services/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 10 - 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 weather is slowing things down but still on schedule.

#### 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/713/12-Mile-Road-Novi-Road-to-Farmington-Road>

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 10 - 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 will go out to bid shortly.

#### 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.glwa.net.org/14millionaproject/>

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 & 8 of 10 - Closure and Detour plans attached as an appendix

14 Mile Road is still currently closed to eastbound traffic while maintaining westbound traffic. There is also a closure to through traffic of 14 Mile from Welch Road to Kingswood Boulevard with a specific traffic routing plan for those residents within the Haverhill Farms Subdivision.

#### Work Status:

**Northbound and southbound Novi and Decker Roads have been reopened to traffic at 14 Mile Road.** The mainline pipe crew continues on 14 Mile Road between Kingswood Boulevard and M-5. It will take the contractor a couple weeks to complete the final connections to the existing water main at each end of the replacement project area. GLWA and the contractor expect to reopen 14 Mile Road to eastbound traffic in a few weeks.

#### 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.

## CITY PROJECTS

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------------------------|
| <b>Project:</b> <b>BECK ROAD RECONSTRUCTION (GRAND RIVER AVENUE TO 11 MILE ROAD)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |                                      |
| <b>Prime Contractor:</b> Dan's Excavating, Inc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |                                      |
| <b>Start:</b> April 6, 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |                                      |
| <b>End:</b> November 1, 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |            |                                      |
| <b>Consultant:</b> AECOM-Great Lakes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |                                      |
| <b>Description:</b><br>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. |            |                                      |
| <b>Traffic Control/Detours:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Pg 9 of 10 | - 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; northbound traffic will be detoured using 10 Mile, Novi Road, and Grand River Avenue.                                                                                                                                                                                                                                                                                                                                         |            |                                      |
| <b>Work Status:</b><br>Contractor will begin setting up the northbound detour and work on the water main relocation and new culvert on Monday, April 6th.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |                                      |

|                                                                                                                                                                                                                                                                                                                           |     |                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--------------------------------------|
| <b>Project:</b> <b>NOVI ROAD MEDIAN ISLAND CONVERSION (12 MILE TO 13 MILE)</b>                                                                                                                                                                                                                                            |     |                                      |
| <b>Prime Contractor:</b> Santos Cement Co.                                                                                                                                                                                                                                                                                |     |                                      |
| <b>Start:</b> June 8, 2026                                                                                                                                                                                                                                                                                                |     |                                      |
| <b>End:</b> August 1, 2026                                                                                                                                                                                                                                                                                                |     |                                      |
| <b>Consultant:</b> Spalding DeDecker                                                                                                                                                                                                                                                                                      |     |                                      |
| <b>Description:</b><br>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. |     |                                      |
| <b>Traffic Control/Detours:</b>                                                                                                                                                                                                                                                                                           | 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.                                                                                                                                                                 |     |                                      |
| <b>Work Status:</b><br>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.                                                                                                         |     |                                      |

|                                                                                                                                                                                                                                                                                                                                     |             |                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------|
| <b>Project:</b> <b>VILLAGE WOOD ROAD RECONSTRUCTION (CRANBROOKE DRIVE TO HAGGERTY ROAD)</b>                                                                                                                                                                                                                                         |             |                                      |
| <b>Prime Contractor:</b> Fanson Company, Inc.                                                                                                                                                                                                                                                                                       |             |                                      |
| <b>Start:</b> June 6, 2026                                                                                                                                                                                                                                                                                                          |             |                                      |
| <b>End:</b> September 30, 2026                                                                                                                                                                                                                                                                                                      |             |                                      |
| <b>Consultant:</b> AECOM-Great Lakes                                                                                                                                                                                                                                                                                                |             |                                      |
| <b>Description:</b><br>The City's contractor, Fanson 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. |             |                                      |
| <b>Traffic Control/Detours:</b>                                                                                                                                                                                                                                                                                                     | Pg 10 of 10 | - 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.                                                |             |                                      |
| <b>Work Status:</b><br>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.                                                                                                       |             |                                      |

|                                                                                                                                                                                                                                                                                                      |     |                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----------------------------------|
| <b>Project:</b> <b>2026 NEIGHBORHOOD ROAD PROGRAM - ASPHALT STREETS (CONTRACT #1)</b>                                                                                                                                                                                                                |     |                                   |
| <b>Prime Contractor:</b> TBD                                                                                                                                                                                                                                                                         |     |                                   |
| <b>Start:</b> July 1, 2026                                                                                                                                                                                                                                                                           |     |                                   |
| <b>End:</b> November 15, 2026 (Overall Program Completion)                                                                                                                                                                                                                                           |     |                                   |
| <b>Consultant:</b> OHM-Advisors                                                                                                                                                                                                                                                                      |     |                                   |
| <b>Description:</b><br>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: <b>full list of streets forthcoming.</b> |     |                                   |
| <b>Traffic Control/Detours:</b>                                                                                                                                                                                                                                                                      | N/A | - detour map attached as appendix |
|                                                                                                                                                                                                                                                                                                      |     |                                   |
| <b>Work Status:</b><br>                                                                                                                                                                                                                                                                              |     |                                   |

|                                                                                                                                                                                                                                                                                              |     |                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|--------------------------------------|
| <b>Project:</b> <b>2026 NEIGHBORHOOD ROAD PROGRAM - ASPHALT STREETS (CONTRACT #2)</b>                                                                                                                                                                                                        |     |                                      |
| <b>Prime Contractor:</b> TBD                                                                                                                                                                                                                                                                 |     |                                      |
| <b>Start:</b> July 1, 2026                                                                                                                                                                                                                                                                   |     |                                      |
| <b>End:</b> November 15, 2026 (Overall Program Completion)                                                                                                                                                                                                                                   |     |                                      |
| <b>Consultant:</b> OHM-Advisors                                                                                                                                                                                                                                                              |     |                                      |
| <b>Description:</b><br>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: <b>full list of streets forthcoming.</b> |     |                                      |
| <b>Traffic Control/Detours:</b>                                                                                                                                                                                                                                                              | N/A | - Detour map attached as an appendix |
|                                                                                                                                                                                                                                                                                              |     |                                      |
| <b>Work Status:</b><br>                                                                                                                                                                                                                                                                      |     |                                      |

## CITY PROJECTS

### Project: CEDAR SPRING ESTATES WATER MAIN LINING

**Prime Contractor:** TBD

**Start:** July 1, 2026

**End:** September 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/Deviations:** 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:**

Plans are currently out to bid.

### 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/Deviations:** 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/Deviations:** 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/Deviations:** 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:**

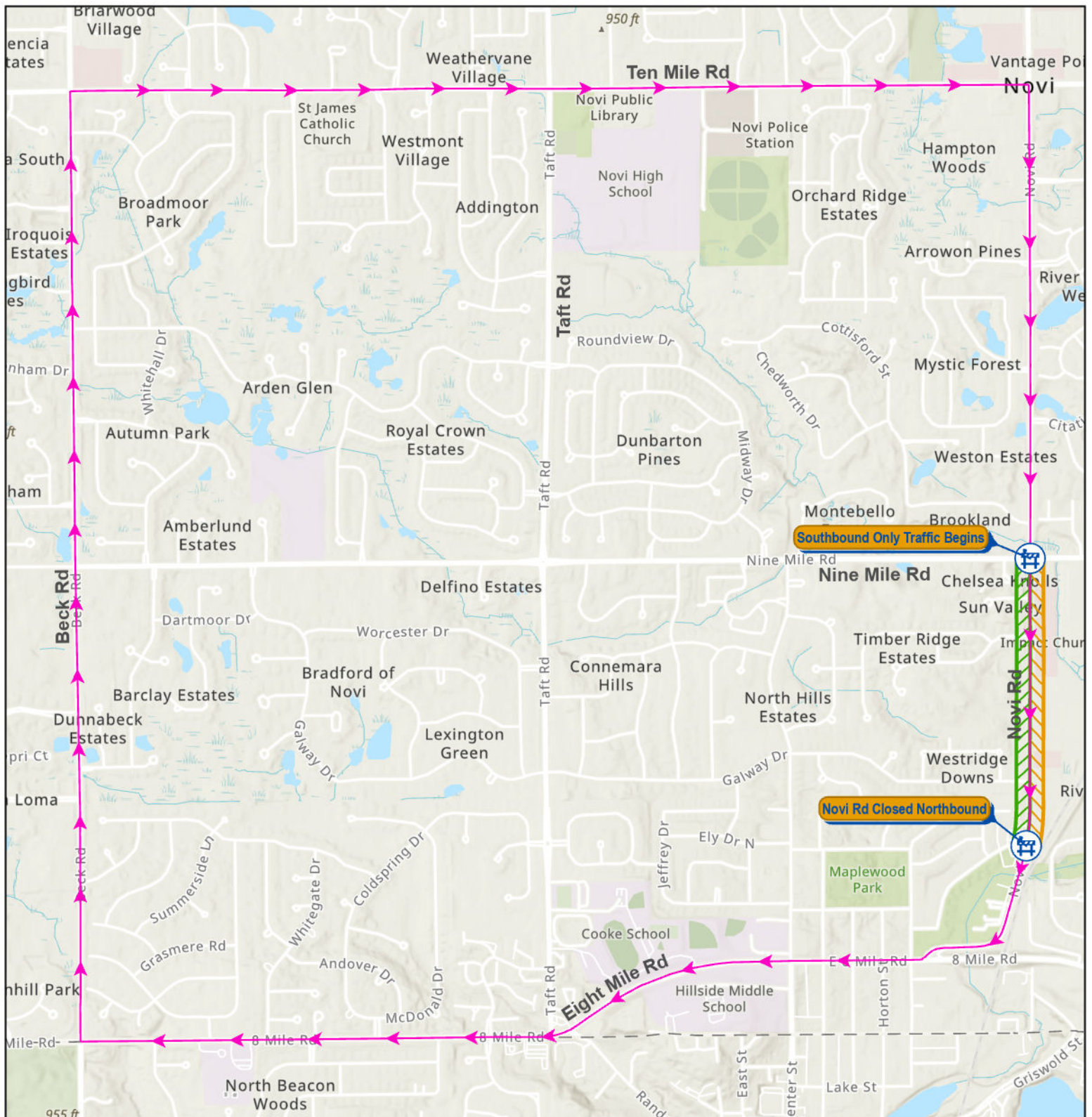
Through MDOT's Local Agency Project office and federal funding program through SEMCOG (\$230,000), the City will be constructing a pathway between the existing ITC Trail and Bosco Fields Park. Construction will involve the placement of a hot-mix asphalt shared use path from the existing ITC Trail, south 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/Deviations:** 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 April 7th, 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

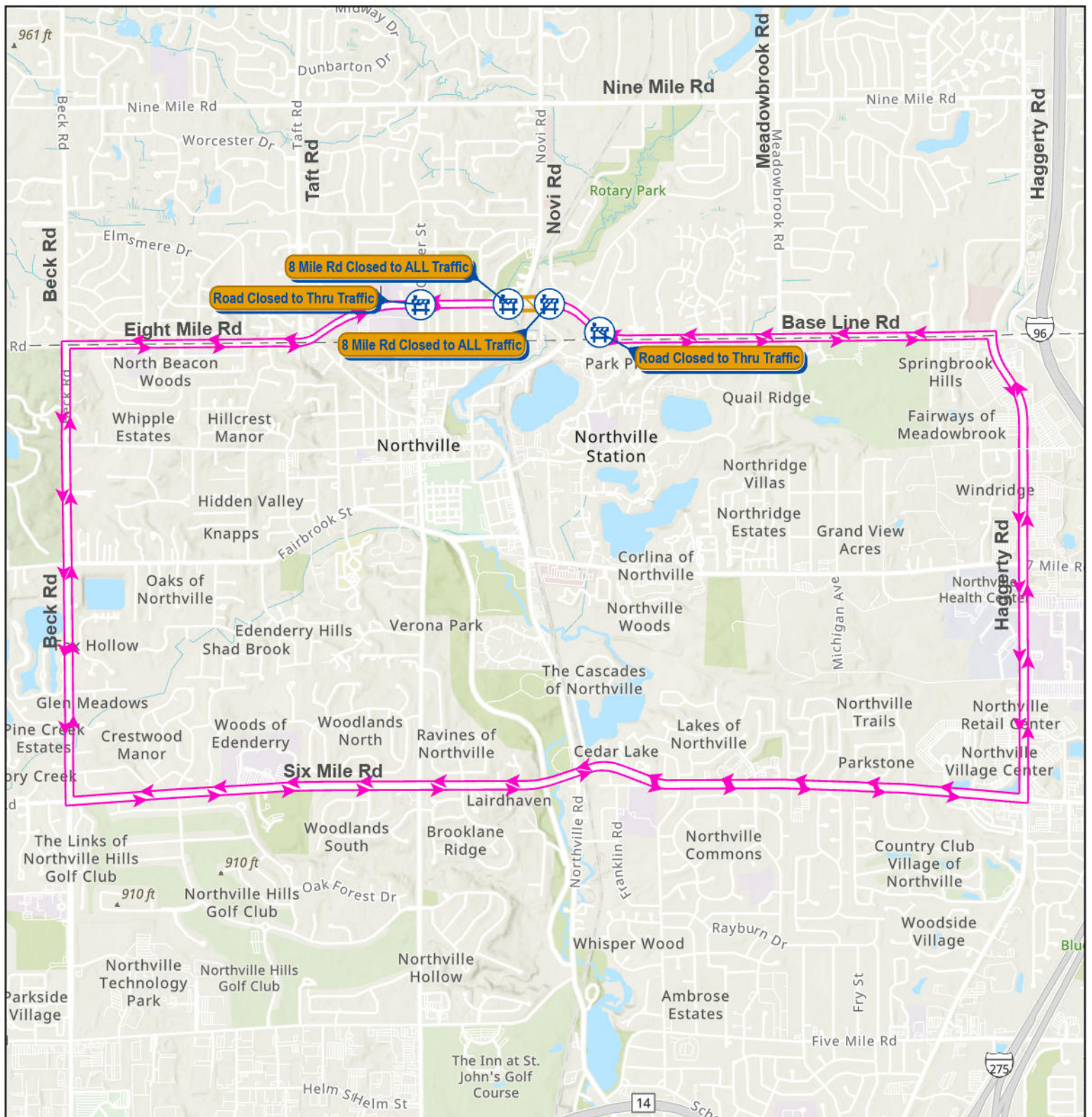


## Novi Rd Reconstruction Allen Dr to Nine Mile Rd

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

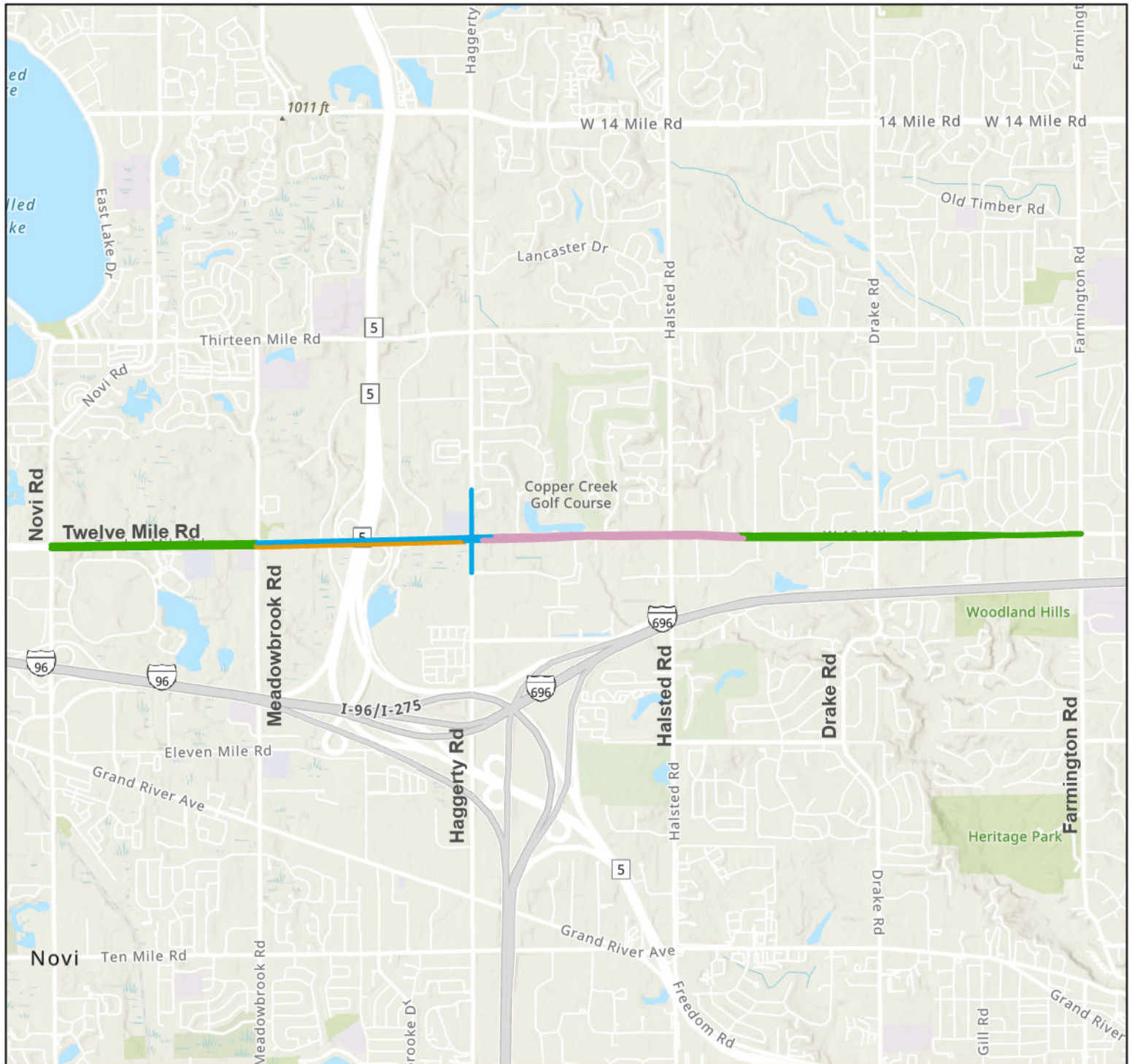


## 8 Mile Rd at CSX Railroad Bridge Novi Rd to Brickscape Dr

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



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



## 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

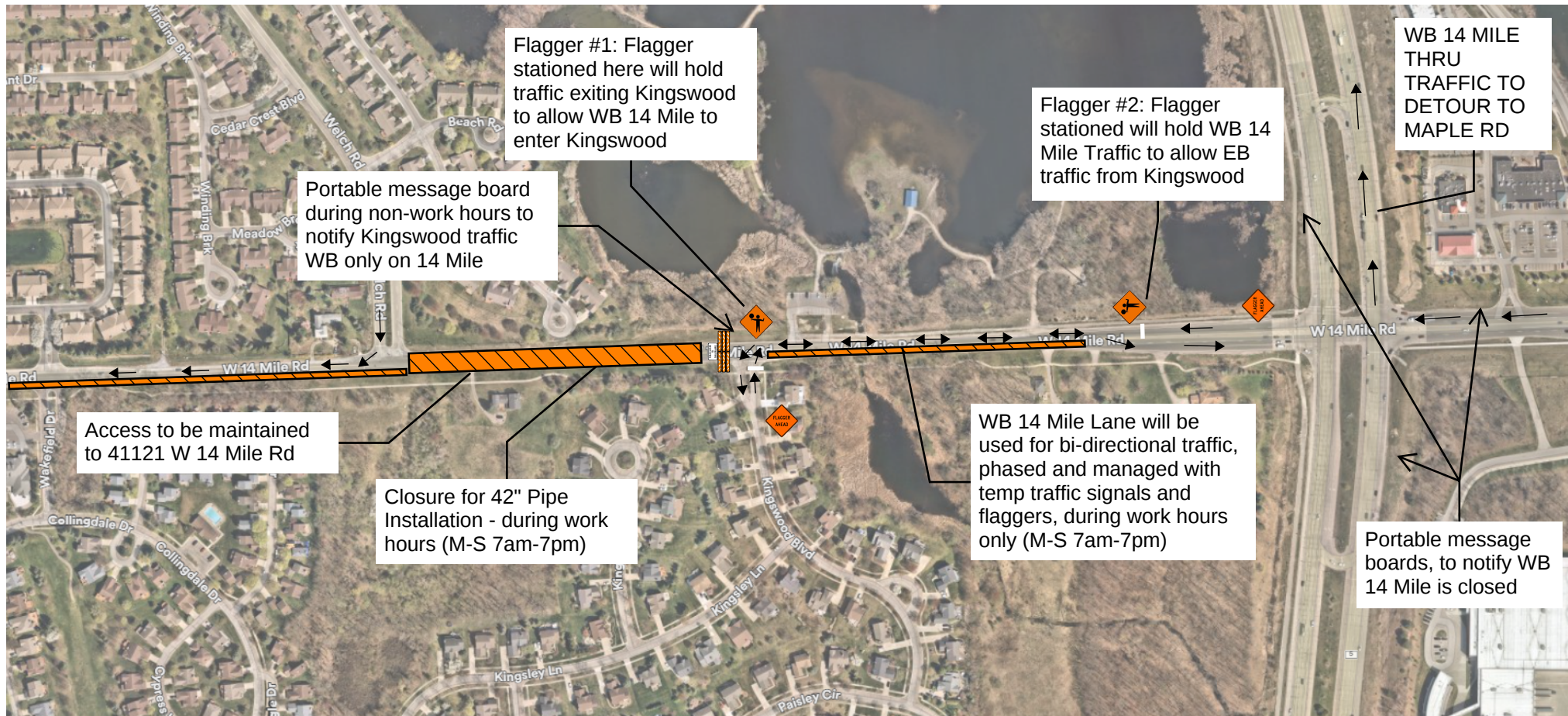


# Twelve Mile Rd Rehabilitation Novi Rd to Farmington Rd



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

## 14 Mile Rd Closure - Kingswood to Welch - Access for Haverhill Residents

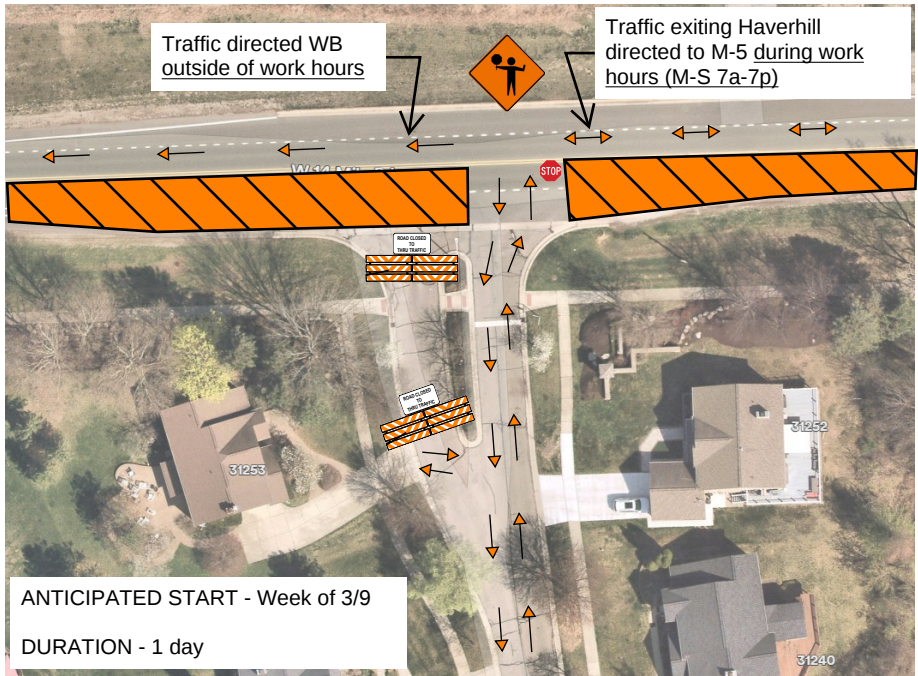


### DETAILS:

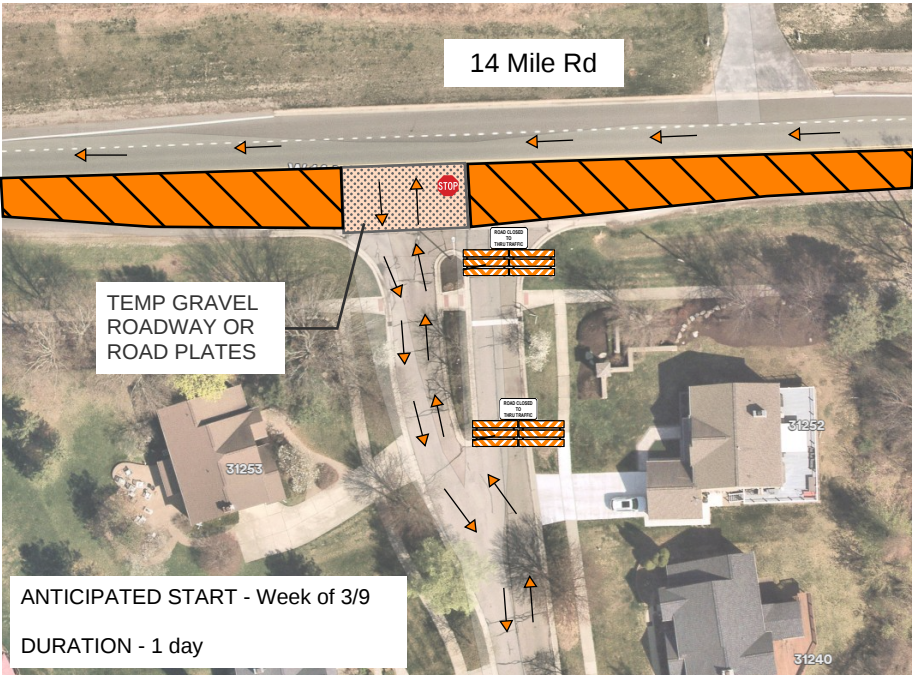
- Daytime closure expected to begin Tuesday March 3rd, after 9am.
- Traffic pattern will be in-place during work hours only (M-S 7am-7pm).
- Outside of work hours, WB 14 Mile will be re-opened.
- Anticipate reaching Kingswood Blvd approx 6-9 days following closure. Pending frost laws production loss.
- Once crews reach Kingswood Blvd, anticipate 1 day to cross the west entrance and 1 day to cross the east entrance

# Detailed Phasing of Kingswood Blvd Crossing

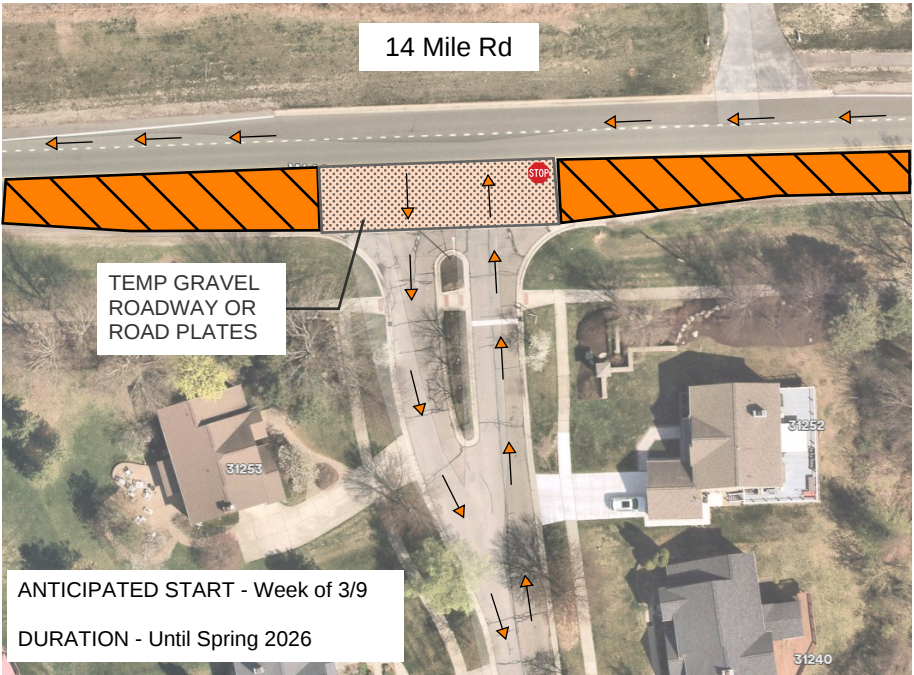
Phase A

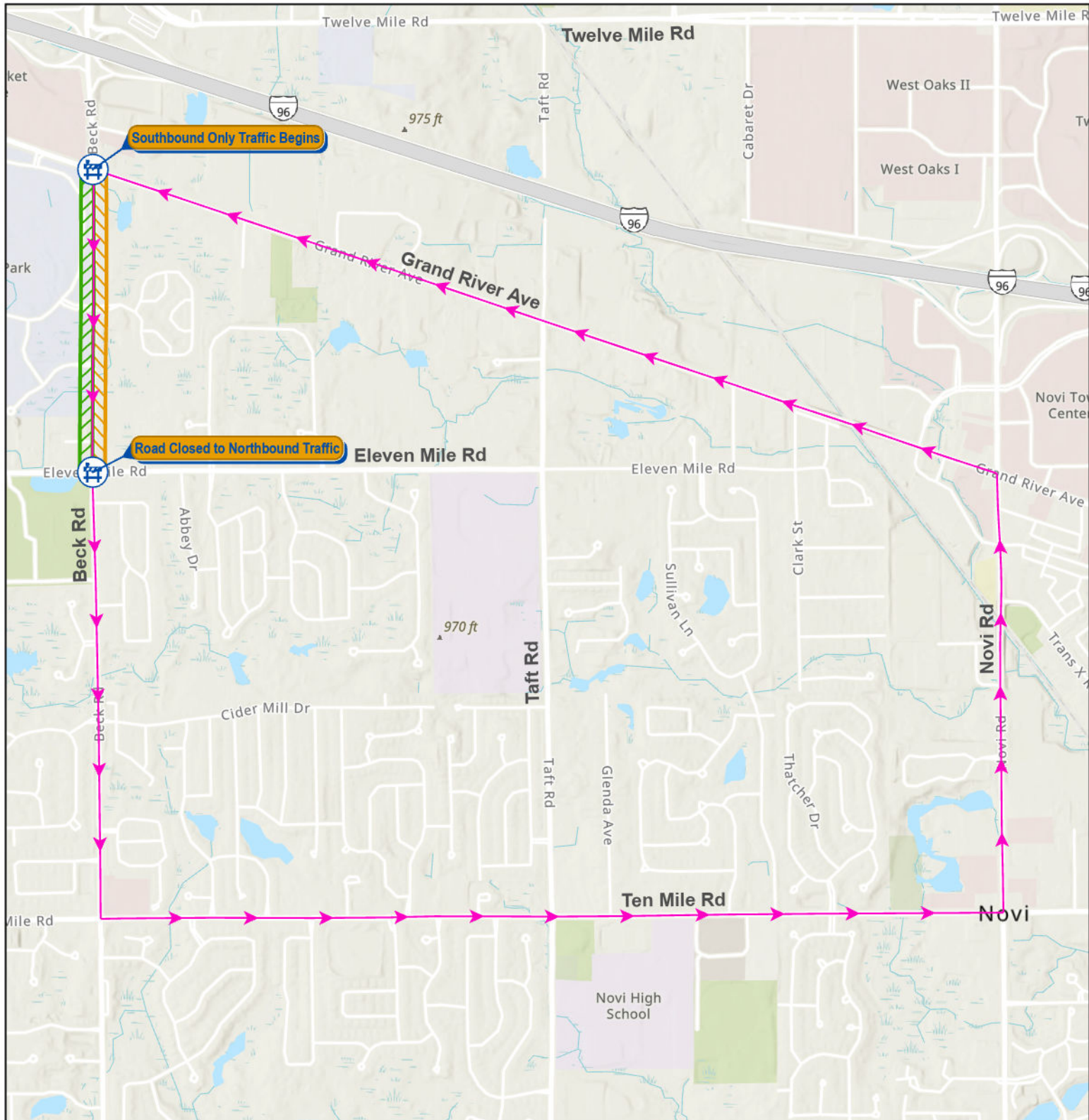


Phase B



## Interim Traffic Pattern, until Roadway Restoration





Beck Rd is **closed to northbound traffic** from 11 Mile Rd 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

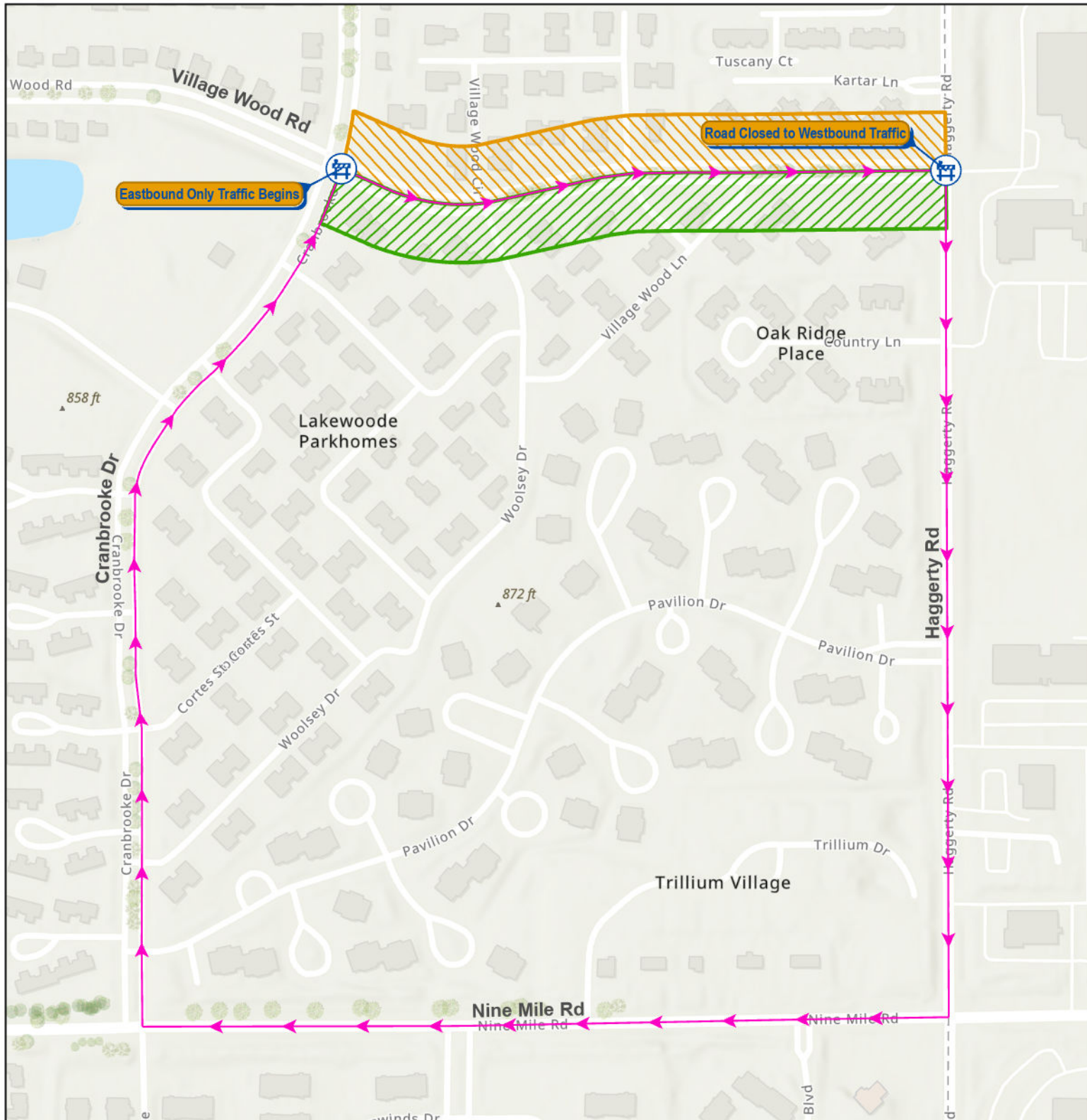


## Beck Road Widening 11 Mile Rd to Grand River Ave

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



Map Print Date: 2/24/26  
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



## 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

# Road Report

A publication of the Road Commission for Oakland County for public officials serving Oakland County

[www.rcocweb.org](http://www.rcocweb.org)

## Data confirms this winter has been harder than past years

While there have not been many large snowstorms this winter, the frequent smaller snowfalls combined with prolonged periods of arctic temperatures have resulted in a winter that has challenged road maintenance crews far more than any recent past years – and is costing road agencies significantly more.

“For some people, the fact that we haven’t had storms that drop a foot of snow in one day, suggests that we have not had a hard winter,” noted Road Commission for Oakland County (RCOC) Managing Director Dennis Kolar. “However, the numbers, and the experiences of our plow drivers, mechanics and other employees tell a far different story.”

Data collected by RCOC documents far more salt and brine use this year, far more worker overtime and far more hours devoted to salting and plowing in general than in recent past years. As of March 4 this year, RCOC had used 75,923 tons of salt, which is well above the average for the last five winters of 63,000 tons. For the same time

period in previous years (through March 4), the numbers were:

- 2025: 66,000 tons
- 2024: 47,806 tons
- 2023: 56,454 tons

The same is true for liquid brine, the naturally occurring salt water that RCOC sprays on all salt as it is spread by the salt trucks and also uses on some occasions to pre-treat roads and bridges before snow falls and to break up hard pack on the roads. As of March 4, RCOC had used 811,677 gallons of brine. For the same time period in previous years (through March 4), the numbers were:

- 2025: 507,960 gallons
- 2024: 354,955 gallons
- 2023: 577,871 gallons

Overtime hours for winter operations staff tell the same story. As of Jan. 31 this year, RCOC had recorded 22,545 hours of overtime for its snowplow/salt truck drivers and supporting staff. At the same point in



*Salt trucks lined up to get refilled with salt at RCOC's Waterford garage.*

previous years, the numbers were:

- 2025: 15,573 hours
- 2024: 14,211 hours
- 2023: 12,244 hours

Looking at total hours of winter operations staff devoted to salting and plowing confirms this trend. By the end of January this year, RCOC drivers had recorded 46,612 total hours (regular and overtime) **CONT'D ON PAGE 2 — SEE WINTER**

## McPherson re-elected RCOC chairman

The Board of Road Commissioners for the Road Commission for Oakland County (RCOC) re-elected Commissioner Eric McPherson as chair at its regular meeting on Thursday, Jan. 8.

James Esshaki was also re-elected as vice chair of the Board during the meeting.

While the Road Commission is an independent unit of government, and not part of Oakland County's general government, the three RCOC Board members are appointed by the Oakland County Board of Commissioners.

The third Board member is Tylene Henry. The RCOC Board sets policy for the Road Commission, approves the



agency's budget and appoints the agency's managing director. Board members serve for six-year, staggered terms, with appointments every two years.

McPherson is a life-long resident of Hazel Park and a business agent for the International Association of Sheet Metal, Air, Rail and Transportation Workers (SMART) Local 80, where he

has been a member for 39 years. A graduate of Catholic Central High School, he has been a business representative for the organization for 19 years, is a trustee of the Local's Insurance Fund, is a building trades journeyman, has completed continuing education classes in upgrading labor, is a

**CONT'D ON PAGE 2 — SEE CHAIR**

## What's Inside

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**How to contact RCOC . . .4**

**ROAD COMMISSION**  
for OAKLAND COUNTY

## Road Commission publishes biennial Strategic Planning report

The Road Commission for Oakland County (RCOC) has published the 2025 edition of its Strategic Planning Report, which summarizes the biennial meetings that agency leaders conduct individually with the leadership of virtually every community in the county.

The report summarizes the messages shared by RCOC with communities as well as the feedback provided by each community during the meetings, which took place in 2025.

A critical tool for RCOC's planning, the Strategic Planning process helps to shape RCOC's future use of resources, project selection and road-maintenance strategies. Agency leadership has been conducting the Strategic Planning process with county communities since 1985.

"These meetings help to ensure we maintain strong relationships with our customers while also allowing us to share critical information with the leaders of every community," stated RCOC Managing Director Dennis Kolar. "They also allow us to check the pulse of



*The cover of the new Strategic Planning report.*

development or redevelopment in the communities that may impact traffic and gain valuable feedback on the services we provide."

Once completed, the Strategic

Planning report is shared with the leaders of all communities in the county as well as with all other elected officials serving the county. It is also available on the RCOC website ([www.rcocweb.org](http://www.rcocweb.org) – select the "About Us" tab at the top of the homepage, then click "Publications" and scroll to the "Strategic Planning Reports" heading).

The direct link to the report is: <https://www.rcocweb.org/DocumentCenter/View/13801/2025-Strategic-Planning-Report>. The direct link to volume II of the report (the detailed report of the responses of each community) is: <http://www.rcocweb.org/DocumentCenter/View/13775/2025-STRATEGIC=PLANNING>.

**CHAIR — CONT'D FROM FRONT** trustee of the Michigan Maritime Trades Port Council and is chair of the Oakland County Building Authority.

A resident of Bloomfield Hills and lifelong Oakland County resident, Esshaki is a real estate developer and owns and manages commercial real estate. Additionally, he owns and operates a hospitality company with establishments throughout Oakland County.

Esshaki is a past member of the Birmingham Parking Advisory Committee and the Berkley Downtown Development Authority. He currently serves on the Oakland County Building Authority and is the director of the Oakland County Michigan Fallen Heroes Memorial.

**WINTER — CONT'D FROM FRONT** devoted to salting and plowing. For the same time period in previous years, the numbers were:

- 2025: 37,421 hours
- 2024: 28,532 hours
- 2023: 19,589 hours

All those additional hours and extra salt and brine come with a cost.

"Not only has this winter been challenging for motorists and for our drivers," Managing Director Kolar noted, "it will

He is the proud father of two sons.

Henry was recently appointed to the board and is a lifelong resident of Beverly Hills. She holds a master's degree in business administration and owns Ujima Services LLC, a consulting firm focused on helping organizations develop growth strategies and foster culturally rich, economically thriving communities. Henry also serves as an adjunct professor at Wayne County Community College and is the proud mother of a son who attends Adrian College.

The Board of Road Commissioners typically meets on the first and third Thursdays of the month at 1:30 p.m. at the Road Commission administrative offices at 31001 Lahser Road in Beverly Hills.

also end up costing us significantly more than recent past winters. And those are dollars spent with no road improvements to show for them."

He added, though, it is too early to say what the total additional cost of winter operations this year will be compared to past years. However, Kolar estimated if the remainder of the winter/early spring is just average, the additional cost is likely to exceed \$2 million.

Kolar also praised the drivers,



**McPherson, Henry meet with Coulter at State of County**

*Road Commission Chair Eric McPherson, left, and Road Commissioner Tylene Henry met with County Executive Dave Coulter during Coulter's State of the County address on March 5 at Oakland University's Oakland Center in Rochester Hills.*

mechanics, garage supervisors and support staff who have worked many long days and nights to keep the roads safe. "Many of our drivers, mechanics and others did not have a single weekend off during January and worked countless extended shifts – some up to 16 hours, battling the weather. Not only is that physically grueling, it is also time they are not at home with their families. I cannot thank them enough for their commitment to keeping our roads safe."

## RCOC reminds drivers that gravel roads become challenging in the spring

With the arrival of spring, as the temperatures rise and the ground thaws, the Road Commission for Oakland County (RCOC) advises drivers that unpaved gravel roads can become challenging to drive.

Weather over the past few weeks, ranging from snow, rain, frigid temperatures and warmer conditions, is causing rough conditions on many of the 750 miles of gravel roads under RCOC's jurisdiction. In many places, the ground remains partially frozen below the road surface, meaning there is nowhere for water from the rain and melting snow to go.

Until the ground completely thaws, the water simply cannot be absorbed, which is causing soft and wet/muddy conditions on many gravel roads. Fully grading gravel roads under these conditions can be detrimental, so crews are adding material and spot grading where possible.

Culverts under driveways to businesses and homes should also be cleared of

leaves and debris to ensure that storm water will properly flow through ditches and reduce the potential for road flooding. It is important for motorists to be on the lookout for water over the road regardless of whether they are driving on a paved or gravel road.

For more information or to report an issue, contact the Road Commission for Oakland County at (877)



*An example of a muddy Oakland County gravel road in the spring.*

858-4804, via the website at [www.rcocweb.org](http://www.rcocweb.org) or through email at [dcsmail@rcoc.org](mailto:dcsmail@rcoc.org).

## Spring thaw also means potholes on paved roads — but fewer than in recent past years

While the spring thaw is certainly tough on gravel roads, it also tough on paved roads, particularly those in poor condition.

In fact, it is the frequent swings in temperature, from below freezing to above freezing, that is the perfect incubator for potholes. And we've already seen plenty of these so far this spring.

However, what many people don't realize is that there are actually far fewer potholes today than there were in recent past years. That's because the Road Commission for Oakland County (RCOC)

has put a new surface on nearly 700 miles of roads since the last state road funding increase began to be phased-in in 2017.

The roads that received those new surfaces were the roads that were in the worst shape, and, therefore, had the most potholes. The roads seeing the most potholes today are the ones that have not yet been resurfaced.

Given the new state road-funding package passed by the state Legislature and Governor in 2025, many of those roads will be resurfaced in the coming years.



## Road agencies still waiting for details of 2025 state road-funding package

While Road Commission for Oakland County (RCOC) officials remain pleased that the Governor and state Legislature approved a road-funding package in October of 2025, they are still awaiting the details of when the agency will receive the new funds.

So far, the Michigan Department of Transportation and the State Treasury Department, the two state departments responsible for collecting (Treasury) and distributing (MDOT) the new funds, continue to work on estimations of when the dollars will be available.

Fortunately, the state's estimates of how much new revenue RCOC is expected to

receive remain fairly consistent, at about \$46 million in 2026 and \$71 million in 2027. However, the state has also informed road agencies that they will lose some revenue in 2026, as a result of the road-funding legislation's switch of revenue from state personal income tax to state corporate income tax.

Because the corporate income tax contribution to roads is not expected to begin until 2027, but the personal income has already been shifted away from roads, RCOC expects to lose \$24 million this year, for a net increase of approximately \$22 million.

The state expects to know more later in the year about when the new revenues will be paid to RCOC.

## Work Zone Awareness Week is coming

National Work Zone Awareness Week – a week set aside to draw attention to road-safety concerns in road construction zones – is April 20 through 24 this year.

The week was established by the American Traffic Safety Services Association (ATSSA) with support from the US Dept. of Transportation, the National Highway Traffic Safety Administration and others.

RCOC expects to hold a press conference to recognize the Work Zone Awareness Week. Stay tuned for details.

## RCOC's 2026 Road Improvement Program

Below are the road projects the Road Commission for Oakland County (RCOC) expects to construct in 2026. Not included are simple resurfacing projects, known as preservation-overlay projects.

### Repair, Rehabilitate & Resurface (repair road base & add 3 to 4 inches of new asphalt)

- 12 Mile Road, Orchard Lake to Autumn Ridge in Farmington Hills \$ 3.4 million
- 12 Mile Road, Novi to Farmington in Novi and Farmington Hills \$10.8 million
- Greenfield Road, Lincoln to 12 Mile in Southfield, Berkley and Oak Park \$ 4.2 million
- Novi Road, 8 Mile-9 Mile (2-year project started in '25) in Novi /Northville \$ 6.8 million
- Pontiac Trail, 9 Mile to CSX railroad tracks in South Lyon & Lyon Twp. \$11.6 million

### Intersection Improvements

- Wixom/Duck Lake/Sleeth (construct roundabout), Milford & Commerce twps \$ 2.2 million

### Pave Gravel

- Pontiac Lake Road, Margie to Kingston in White Lake Twp. \$ 5.8 million  
(start 2026, finish 2027)

### Bridge Replacements

- Deerhill Street over Deer Lake Creek in Independence Twp. \$ 1.5million
- Edgeorge Street over the Clinton River in Waterford Twp.
- Emburke Street over the Clinton River in Waterford Twp. \$ 2.9 million  
(Edgeorge and Emburke bridges will be bid as one project)

### Bridge Rehabilitations

- 14 Mile Road over the Rouge River in Franklin and Bloomfield Twp.
- Franklin Road over the Rouge River in Franklin and Bloomfield Twp.
- Inkster Rd. over Rouge River in Bloomfield Twp. & West Bloomfield Twp. \$ 3.2 million  
(all three bid as one project)

### Culverts

- 10 Mile Road over the Rouge River in Farmington Hills \$ 1.5 million
- Avonlea Street over the Huron River in White Lake Twp. \$ 1.8 million
- Heatherwood Street over the Huron River in Commerce Twp. \$ 850,000
- Walnut Lake Road over the Rouge River in West Bloomfield Twp. \$ 1.7 million  
(includes simple resurfacing of Walnut Lake between Orchard Lake and Middlebelt)
- Bonnie Briar St. over Pontiac Lake Canal in White Lake Twp. \$ 100,000

**Total annual construction costs for projects to be constructed in 2026: \$ 58.35 million**

## Contacting RCOC

If your constituents need information about a road project or want to report a pothole, traffic-signal concern or other road issue, they should call RCOC's **Department of Customer Services** toll free at:

**(877) 858-4804**

**OR**

**Fill out a report via the RCOC Web site:**  
**[www.rcocweb.org](http://www.rcocweb.org)**

## ROAD REPORT

*Road Report is published quarterly by the Road Commission for Oakland County. Have a question or comment about Road Report? Call Senior Communications Manager Craig Bryson at (248) 645-2000, ext. 2202.*

### Board of Road Commissioners:

**Eric McPherson, Chair**

**James Esshaki, Vice Chair**

**Tylene L. Henry, Commissioner**

*Dennis G. Kolar, PE, Managing Director*

*Gary Piotrowicz, PE, PTOE,*

*Deputy Managing Director/*

*County Highway Engineer*