



CITY OF NOVI
Administrative ePacket
December 18, 2025

Council Action/Attention

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For Your Information

[2025 Fourth Quarter RCOC Road Report – Road Commission for Oakland County](#)

MEMORANDUM



TO: MAYOR AND CITY COUNCIL
FROM: VICTOR CARDENAS, CITY MANAGER
SUBJECT: CITY COUNCIL GOAL SETTING PREPARATION
DATE: DECEMBER 17, 2025

On January 10, 2026, we'll have the annual City Council Goal Setting session. This meeting has traditionally been extra, in addition to the two "normal" meetings held each month. However, this year it was decided to combine the two, so the meeting on the 10th will be a "normal" council meeting, taking place in the Council Chambers, with a consent agenda likely containing only the warrant. At this point, the only action item will be the 2026 goal-setting process. The goal for this correspondence, after consultation with Mayor Fischer, is to outline a revised framework for the goal-setting process. **The framework now centers on two core categories of City focus and a single citywide goal target.** The intent is to maintain strategic focus, ensure Council ownership of goal development, and produce a concise, high-impact set of priorities for the organization.

January 10, 2026 Goal Setting Meeting

- Location: Council Chambers
- Breakfast: Available beginning at 8:30 a.m.
- Meeting Start: 9:30 a.m.
- Attire: Casual dress is welcome

Goal Categories

Category 1: City Services & Community Experience

- Resident Experience
 - All resident-facing departments/divisions
 - Code Compliance
 - Clerk
 - Assessing
 - Treasury
 - Library
 - Community Relations (Transparency)
- Public Safety
- Parks & Recreation

Category 2: Infrastructure, Economic/Community Development & Financial Stewardship

- Mobility
 - Roads
 - Non-Motorized
- Stormwater, Wetlands, and Woodlands
- Facilities and Utilities (Water and Sewer)
- Capital Planning
- Corridor Redevelopment
- Economic Development
- Long-Term Financial Sustainability

Citywide Goal Target

Council will adopt a total of 6–10 goals citywide, with a target of 3–5 goals within each category.

What Constitutes a Council Goal

A goal should meet the following criteria:

- Strategic (not operational)
- Cross-departmental in nature
- Measurable or able to be tracked over time
- Requires policy direction, budget consideration, or formal Council action

Suggested Framework for a Goal

As a starting point, goals should generally follow a SMART-style structure such as:

“Advance/Improve/Develop [initiative] to achieve [outcome] by [timeframe].”

Not all goals will fit perfectly into this format, and flexibility is expected. However, using this framework promotes clarity and accountability. In addition, adding brief context to clarify the intent or the ‘why’ behind a goal may be helpful in guiding staff understanding and implementation.

Goal Setting Tool

Once again, we’ll use the GroupMap tool (a real-time online collaborative platform designed to facilitate group brainstorming, decision-making, and action planning through structured activities) to facilitate and capture the Council’s goals. Council Members will need to click on each link (below) individually and type in your email address to enter each “map.”

Category 1 City Services & Community Experience

<https://join.groupmap.com/AC2-CD7-511>

Category 2 Infrastructure, Economic/Community Development & Financial Stewardship

<https://join.groupmap.com/ABC-D15-6B9>

Step 1 — Council Goal Submissions

Each Councilmember may submit up to five (5) proposed goals per category:

- Category 1: City Services & Community Experience
- Category 2: Infrastructure, Economic/Community Development & Financial Stewardship

Members may submit fewer than five proposals if desired.

Step 2 — Council Discussion and Refinement

All proposed goals will be reviewed collectively during a Council discussion. As part of this process, Council will:

- Identify and remove duplicates
- Combine closely related proposals
- Request clarification or additional context as needed

This refinement occurs in open Council discussion rather than through staff consolidation.

Step 3 — Council Voting

Each Councilmember receives a number of votes based on the total number of refined goal proposals within a category:

- 6–9 proposed goals → 3 votes per member
- 10–13 proposed goals → 4 votes per member
- 14–17 proposed goals → 5 votes per member
- 18–21 proposed goals → 6 votes per member

Councilmembers are not required to use all their allotted votes.

Step 4 — Advancement Threshold

A proposed goal must receive at least four (4) Councilmember votes to advance for final consideration.

Step 5 — Final Selection and Category Balancing

Council will seek to adopt 3–5 goals per category for a total of 6–10 citywide goals. If more than five goals in a category meet the four-vote threshold, Council may conduct an additional round of voting among only those qualifying proposals to narrow the list to the final 3–5 goals for that category.

EXAMPLE DRAFT GOALS (ILLUSTRATIVE ONLY)

These examples reflect past Novi priorities and demonstrate how goals may be framed within the revised categories and suggested goal framework:

- Advance revisions to the Woodlands and Wetlands Ordinance to improve clarity and predictability for residents and developers by FY26.
- Develop and implement a prioritized sidewalk and sidepath gap-closure program to improve pedestrian safety and connectivity by June 2026.

- Create a Grand River Avenue / Novi Road Four-Corner Area Plan to guide redevelopment, mobility, and placemaking by FY28.
- Develop Pocket Parks and Small Greenspaces Concept Plan to expand neighborhood-scale recreational access by FY28.

Runoff Voting Rules

If more proposals advance than the target range of 3–5 goals within a category, Council will conduct a runoff vote limited only to those proposals that met the four-vote advancement threshold. For the runoff round, each Councilmember will receive a reduced number of votes (typically 2–3 per member). The proposals receiving the highest runoff vote totals will be selected until the category reaches its final 3–5 adopted goals.

Please find the goals from a recent goal-setting session held by the Administrative Staff team last month. Several of these goals come from various strategic plans, accreditation documents, master plan, etc. that departments already have “on the books.” A complete list of those goals is also included in this item.

- Victor

Team Novi – Administrative Retreat & Goal-Setting Session

November 18, 2025

Master Notes

1. Organizational Capacity, Staffing & Burnout

- Staffing levels remain a significant concern — especially integration of full-time and part-time employees across multiple departments.
- Burnout is increasing due to lean staff sizes and higher expectations.
- Retention remains a top priority.
- Public Safety staffing challenges: training requirements, call volumes, and the competitive job market.
- Interest in adding a citywide Grant Writer to support funding opportunities and alleviate staff workload.
- Need for realistic structures supporting workload management and prioritization.

2. Fiscal Sustainability, Budget Prioritization & Revenue Strategy

- Interest in creating a maintenance fund for new buildings and infrastructure to ensure long-term sustainability.
- Desire for a more realistic, needs-based budget that stabilizes City finances.
- Re-evaluating wants vs. needs at the citywide level.
- Suggestions for revenue generation: administrative fees, reevaluating notary fees, expanding PRCS fee-based offerings, assessing properties for sale, and avoiding property purchases without plans.
- Concern regarding local unfunded mandates and their budget impact.
- Ensuring investment aligns with the community’s highest priorities.

3. Service Expansion, Community Needs & Recreation

- PRCS identified service improvement and expansion as a high priority — more programs and offerings.
- Strong ongoing demand for a recreation center/more space.
- Improving ability to meet community needs holistically.
- Strengthening City presence at community events to increase awareness of services offered.

4. Land Use, Housing, Infrastructure & Long-Term Planning

- Master Plan land use and land-use strategy highlighted as a major focus.
- Importance of sustainable growth planning through DPW and interdepartmental collaboration.
- Asset management improvements needed to improve long-term decision-making.
- Continued emphasis on implementation of adopted plans (e.g., Active Mobility Plan).

- Affordable/workforce housing strategies that integrate preservation of community character.
- Exploration of a Town Center/gathering space to support placemaking – heavy emphasis on repurposing FS #1
- Support for PUD ordinance implementation, including green infrastructure components.

5. Technology, Digital Infrastructure & Innovation

- Full assessment of existing technology tools vs. actual needs.
- Transition to cloud-based systems where appropriate.
- Improve website functionality and public digital experience.
- Interest in AI investment and training.
- Desire for a stronger internal technology vision and roadmap.

6. Community Education, Communication & Transparency

- Improved public education on services, CIP bond, infrastructure needs, and financial sustainability.
- Increased storytelling to help residents understand the 'why' behind City decisions.
- Clearer communication around implementation of City plans and forthcoming projects.

7. Internal Processes, Efficiency & Citywide Alignment

- Need to prioritize citywide goals and ensure alignment across departments.
- Improve coordination early in processes (planning, development, capital projects).
- Reevaluate use of City facilities, properties, and resources.
- Emphasis on clear prioritization for cross-department initiatives.

8. Broad, Long-Term Citywide Vision: 10–20 Year Outlook

- Explore what Novi should look like decades from now: recreation (center), housing diversity, sustainable infrastructure, technological modernization, and placemaking.
- Identify foundational steps needed now to support long-term vision.

City and Department Strategic Goals and Objectives

DEPARTMENT	GOALS			OBJECTIVES
Fire Department				
	GOAL 1	Infrastructure	Ensure the fire department has the appropriate facilities to meet the evolving needs of our department and community, now and in the future.	Evaluate the current conditions of the existing four fire stations and develop a plan to meet the needs of the department now and into the future. Conduct a long-term needs analysis for all four fire stations. Evaluate and establish a Capital Improvement Plan for all four City of Novi Fire Stations.
	GOAL 2	Infrastructure	Create a sustainable system of internal communication that facilitates the receiving and sharing of information in a manner that is timely, relevant, and accurate.	Identify the current methods of internal communication used by the fire department and determine how effective they are by surveying department members assessing for timeliness, accuracy, and clarity. Analyze technology deficiencies used in communications based on results from Objective 2A and develop an improvement plan.
	GOAL 3	Infrastructure	Ensure that effective recruitment, selection, retention, and promotional programs meet the long-term needs of the fire department.	Analyze and evaluate current recruitment and retention efforts for all fire department positions. Develop and begin implementing recruitment and retention initiatives from successful fire departments nationwide. Develop a plan to research/implement the best practices for integrating all fire department staffing (From the information obtained in Objective 3A).
	GOAL 4	Infrastructure	Evaluate the necessary performance objectives to achieve department accreditation through the Commission on Fire Accreditation International.	Prepare and develop a community-driven, five-year strategic plan for the Fire Department. Conduct a comprehensive community hazard and risk assessment. Develop and publish a Community Risk and Standards of Cover document for the department. Develop a self-assessment appraisal document of the fire department utilizing the Center for Public Safety Excellence/Commission on Fire Accreditation International Fire and Emergency Services Self Assessment Manual criteria. Achieve agency accreditation for by the Commission on Fire Accreditation International.
	GOAL 5	Health and Wellness	Prioritize and enhance a wellness culture to improve the mental and physical readiness of the individual and organization.	Review, create, and maintain initiatives that promote and sustain staff health and wellness Evaluate the current fitness equipment currently supplied by the department and its use for physical health by fire department members. Research best practices for cancer identification, reduction, and prevention for fire personnel. Identify and implement beneficial mental health policies, training, and services for all department personnel
	GOAL 6	Community Risk Reduction	Develop comprehensive outreach programs to ensure community education which fosters civic engagement and increases active participation.	Compile and evaluate historical data of Community Risk Reduction initiatives the fire department performed over the last 10 years Develop a committee to identify community needs and establish new initiatives to deliver quality Community Risk Reduction programs to the public. Develop and implement a strategy to market Community Risk Reduction programs identified in Objective 6B with the use of social media platforms.

GOAL 7	Training	Enhance the department’s training program that supports all fire department employees in their professional development.	Evaluate all training, EMS, and fire to ensure program requirements comply with Federal, State, Michigan Occupational Safety and Health Administration, and department standards. Evaluate the strengths and weaknesses of the current department training plan and delivery methods. Develop recommendations for changes based upon the evaluation and implement Evaluate the use of technology to increase training retention and proficiency. Develop and provide training with our Automatic Mutual Aid, Mutual Aid Box Alarm and neighboring fire departments. Develop a structured succession plan for all employees to increase opportunities for advancement within the department.
GOAL 8	Response	Provide timely and efficient service delivery to a growing and dynamic population, ensuring safety to our community.	Evaluate if the current procedure for priority medical dispatching by the outside ambulance company is efficient to reduce response times. Evaluate the current deployment model of department apparatus to determine if staging of resources at peak times in strategic areas reduces response times. Evaluate service delivery, policies, and programs to develop a list of improvements. Compile historical data, analyze and modify response model to meet current and future service delivery requirements. Create and implement a schedule that balances the expectations and abilities of all fire department staffing with the anticipated call volumes.

PRCS

GOAL 1	Operate	a world-class, sustainable local government	Increase engagement and outreach efforts with Novi’s diverse populations (CC). Utilize the most effective methods of communication to engage all segments of the community. Grow volunteer participation for City programs and initiatives, particularly within the older adult community. Continue to make improvements to parks and facilities addressing accessibility needs (including sensory-inclusive facilities and amenities) in order to meet all current ADA Compliance Standards. Universal design and access will be considered in project planning. Utilize the most effective marketing strategies to communicate with an aging population. Capitalize on park space to bring nature recreation and education programming to residents. Enhance arts & culture within the City through additional classes, events, & park displays. Continually explore new technology to increase operational efficiency. Explore opportunities for partnerships with the Novi Community School District to develop operational space (performing arts, aquatics, gyms)
			Build a Community Facility that serves and connects all our residents (CC). Develop walkable 'Pocket Parks' in areas of the city where there are no walkable parks (CC). Pursue a partnership with Northville for a Trail connection from Novi-Northville, possibly near the railroad bridge on 8 mile (CC).

GOAL 2	Build	a desirable and vibrant community for residents and businesses	Work with neighboring communities to complete connections through Novi to local trail systems (Airline/Huron Valley, Hines Drive, I-275) w to make Novi businesses an appealing rest stop for cyclists using the trails (CC). Increase access and awareness to available City resources through a robust marketing program that understands the community and connects with the appropriate audiences. Actively grow program participation through increased outreach and effective marketing campaigns. Regularly evaluate park amenities to continually look for new ways to improve park infrastructure. Monitor and pursue properties to acquire land to put into park use, and for conservation purposes. Leverage grant funding opportunities to facilitate park improvements and align with the capital improvement plan schedule.
GOAL 3	Invest	properly in being a safe community for all	Complete CAPRA re-accreditation and communicate its meaning and benefits to the community. Complete a community needs assessment to properly allocate resources towards improvements and programming where the community needs it most. Support aging in place for older adults within the community by providing opportunities for fitness, wellness, life-long learning, social enrichment, and support services. Provide access for emergency vehicles in parks and trail systems. Evaluate, update, and install wayfinding and mile marker signage on all City-owned trails. Maintain park maintenance staff certification records for Playground Safety Inspection and other necessary certificates. Improve parks and facility amenities for both the public and staff, including improvements for park shelters and office environments.

DPW

GOAL 1	Improve community outreach and engagement	Increase public education of public works Build and maintain partnerships with outside organizations Increase outreach with other City departments	Improve in "telling our story" across media platforms. Participate in local events to educate future talent about Public Works profession. Participate in City community events to educate the public about Public Works. Develop and maintain collaborative opportunities with agencies at the county and state level. Develop and maintain collaborative opportunities with other local municipalities Engage in Homeowners' Associations or Public input meetings as needed. Increase DPW participation in organizational events Continue to evaluate how to best assist departments with projects and purchases. Continue to evaluate how to best engage other departments when DPW technical expertise in needed.
GOAL 2	Enhance operational services	Operate world-class services. Maintain equipment and vehicles	Document, monitor, and update standard operating procedures Align standards operating procedures with the industry's best management practices. Review with departments their purchasing, maintaining, and selling/retiring needs. Streamline the fleet and the optimize budget for equipment needs. Research and introduce new technologies and equipment. Maximize life-cycle costs of the fleet.

GOAL 3	Engage in proactive, sustainable planning	Collaborate with community stakeholders Research new sustainable trends Research and pursue outside funding opportunities Use best asset management practices	Provide and seek input from various City committees Work with neighboring communities on common issues and opportunities Introduce sustainable solutions when it is efficient Research and pursue Federal funding opportunities Research and pursue grant opportunities at the state, county, and local levels. Continually utilize asset management modules (RTA, City works, SCADA, ARCGIS..)
GOAL 4	Develop team members to function as a high-performing organization	Develop employee retention and succession planning strategies Provide consistent and up-to-date training. Improve organizational culture	Develop career progression opportunities. Conduct stay interviews in one-on-one sessions. Develop a succession plan for when employees transition out of the organization. Ensure staff are educated on best safety practices. Provide up-to-date training. Provide definition of responsibilities and cross-training opportunities. Promote program ownership. Build internal communication strategies. Promote leadership opportunities at all levels.

LIBRARY

GOAL 1	Align Funding and Services	Share with the community the current gap between service expectations/needs and funding levels and explore opportunities to align funding to the service needs and expectations of the community	Commit to a ballot initiative for additional funding when the current building bond expires in fall 2026, with the Library Board's approval. Utilize fund balance to cover operating expenses required to maintain current levels of service. Increase community and City Council awareness of Strategic Plan and current funding gap.
GOAL 2	Improve Internal Communications	Improve processes and internal communications and expand decision input across the organization to keep service levels in-line with resources.	Implement new communication tools with clear guidelines for use. Increase transparency across the organization through sharing committee work with staff, departmental digest emails and a more robust eNewsletter. Increase committee participation among all departments and levels of the organization to include diverse populations. Create a tool to gather and classify suggestions, needs and wants from the community. Continue to develop department manuals and employee training on internal procedures and communication expectations.
			Implement collection changes supported by community feedback, including adding new genre stickers, increasing funding for digital libraries and investigating a future resource kit collection of seniors. Consolidate YA collections to new larger shelving area. Adjust Lakeshore Lending Library collection to increase usage. Continue monitoring circulation and database usage to inform future decisions. Adapt programming based on community feedback and staffing levels, including increasing offsite programs, eliminating registration for grab and go kits, collaborating with partners, exploring sensory-friendly daytime programming and gathering feedback from program attendees.

MP LAND USE	GOAL 3	Adapt Resource, Services and Facilities	Explore and develop efforts that optimize the quality, useability and community alignment of Library resources and facilities and ensure the community's awareness of these resources, services and programs	Adapt physical library spaces based on community feedback and observations of usage, including a Teen Stop renovation. Explore ideas for future building improvement projects to the early literacy play area, newspaper room, patio and seating areas. Complete elevator maintenance and main lobby HVAC system upgrades. Improve and expand library technology, including a public printing solution, upgraded early literacy computer stations, new equipment in the iCube, updated server for TV marketing and a public phone charging locker. Add a card dispenser at the Lakeshore LendingLibrary (vendor dependent). Continue to evaluate Building Policies for effectiveness. Improve wayfinding throughout the building, on our website and through printed brochures to improve accessibility for non-English speakers/readers and patrons with disabilities. Pursue new marketing strategies to increase engagement with and awareness of Library resources, services and facilities. Implement new cardholder outreach campaigns in areas with low percentages of cardholders.
	GOAL 4	Staff Investment and Retention	Invest more in the Library staff to improve effectiveness, efficiency, and job satisfaction to meet the current and future needs of the community.	Continue to evaluate HR Policies for improvements, culminating in a new HR Manual. Explore and implement more remote work opportunities for positions where feasible. Form an Employee Wellbeing Committee to plan morale-boosting full-staff activities and health/wellness offerings. Increase staff recognition opportunities. Explore costs to offer a tuition reimbursement benefit (FY 25-26). Implement Customer Service Plan based on Customer Service Committee work. Implement anonymous comment card system. Continue to review wages to stay in line with industry standards and cost of living. Offer additional professional development opportunities, based on staff feedback Explore offering an "NPL University" and determine modules / snapshot tours of different roles in the organization (FY 25-26). Recognize milestone anniversaries better. Continue to improve onboarding processes under new HR Specialist. Provide annual staff survey to determine priorities for the following year.
				Continue to rezone properties in the southwest quadrant for lowdensity development consistent with the recommended density on the Future Land Map to protect natural features and open space. Implement a general Planned Unit Development (PUD) land development option that encourages a variety of “missing middle” housing typologies in the same development site and mixed-use developments.

GOAL 1	Quality and Variety of housing	Strive to ensure the availability of a wide range of attractive housing choices protected from noise, traffic, and other impacts of non-residential development. Encourage the development of neighborhood open space and neighborhood commercial goods and services to minimize motorized travel.	Continue to invest federal Community Development Block Grant (CDBG) funds in target neighborhoods for housing rehabilitation. Evaluate the zoning ordinance for small lot housing development around Walled Lake to reduce nonconformities and allow for context sensitive design Amend the zoning ordinance to encourage “age-in-place” housing types, considering experts' recommendations, to include affordable options such as low-maintenance detached single-family homes, attached single-family homes, and townhouses. Explore opportunities to increase housing density in the proposed mixed-use planned unit development area to create “walkable density” environments. Continue to coordinate planning efforts with the Parks & Recreation Department to ensure convenient non-motorized access to neighborhood parks and natural areas. Consider ordinance changes to permit attached accessory dwelling units in limited, appropriate areas with appropriate restrictions.
GOAL 2	Community Identity	The City’s identity is largely based on its high-quality residential neighborhoods and schools, destination retail and convention space, and its parks. The City should supplement that identity by enhancing the preservation of its historic resources and expanding its cultural opportunities. New development of land should continue to be of high-quality design and materials.	Encourage the use of high quality right-of-way plantings, site landscaping, and building materials to enhance the appearance of the community. Incentivize the use of LEED certified buildings, water resources, and energy-efficient best practices, and green infrastructure techniques through zoning and permit bonuses. Encourage the Corridor Improvement Authority (CIA) to work in collaboration with the Planning Commission to improve the design standards and character of Grand River Avenue. Evaluate the Zoning Ordinance landscaping requirements to ensure that large parking lots increase the percentage of plantings to reduce heat island effects, especially in areas noted on the Surface Temperature map.
GOAL 3	Environmental stewardship.	The City of Novi is significantly enhanced by the preservation of natural resources in both residential and non-residential areas. Maintain public and private stewardship of the natural environment using low-impact development techniques.	Evaluate code and ordinances to ensure provision are incorporated to reduce runoff volume and improve water quality by replicating the site's natural hydrology and water balance. Review the off-street parking requirements to determine appropriate changes and possible parking reductions and/or parking maximums for residential, business, and commercial parking requirements. Utilize a general Planned Unit Development ordinance provision to encourage the preservation of natural features, such as woodlands, wetlands, and wildlife habitats. Implement the Active Mobility Plan's Near-Term Network recommendations to create continuous walking and biking networks to reach key destinations. Three primary components include: Neighborhood Greenway Network, Connection to Transit, and Improved Access to Shopping and Dining Implement recommendations in the Active Mobility Plan with a focus on reducing vehicle miles traveled (VMT) and providing residents with alternative modes of transportation. Implement the Active Mobility Plan's vision for a Regional Trail Network by working with neighboring communities, having City Council identify funding mechanisms, and pursuing opportunities to create a connected 30-mile loop through Novi and surrounding communities.

GOAL 4	Infrastructure	Invest wisely in the ongoing maintenance and improvements to existing infrastructure, including utilities and the transportation network. Ensure that new development appropriately relates to the City's existing and planned infrastructure. Support the City's entire transportation network through the development and enhancement of nonmotorized transportation facilities and amenities.	Continue with the annual 6-year Capital Improvement Program that identifies infrastructure needs for the City. Conduct a 5-year review of the Volume to Capacity ratio performance to determine city network modifications and identify potential projects and the impact of the Active Mobility Plan. Provide and maintain adequate water and sewer service for the City's needs with a careful review of infrastructure capabilities when considering a rezoning for higher-density developments. Apply the Active Mobility Plan's Long-Term Network recommendations to public and private development projects to continue to enhance safety and connectivity of the non-motorized network. Encourage retrofitted existing developments and destinations to provide bicycle and pedestrian access and bicycle parking Apply best practices from the AMP to Major Corridors to enhance safety and promote bicycle and pedestrian mobility when a road is undergoing reconstruction or widening to promote complete streets. Implement the recommendations of the Active Mobility Plan.
GOAL 5	Economic Development	The City's developed land, infrastructure, and natural resources are interconnected and collectively impact the daily lives of the City's residents and business owners. The City should strive to maintain the balance between the economy, the environment, and the community to ensure sustainable development that meets the needs of today while ensuring that the needs of future generations can be met.	Implement PUD mixed-use districts to assist with transforming existing retail centers and remaining undeveloped properties. Review standards for development in business/office/research/industrial parks, amend as necessary to ensure that these developments maintain high standards for design, landscaping, and buffering. Evaluate the applicability of using Federal and State programs to provide opportunities for affordable housing, such as Michigan's housing tax increment financing, and residential housing districts. Use the Corridor Improvement Authority to implement the Grand River Master Plan Corridor Concept. Focus recruitment efforts on scientific, research and development industries, architectural, engineering and related services. Consider granting administrative approval for OST development as an incentive.



City of Novi - Project Status Overview

Status Summary

Novi City Council Weekly Update #45

As of:

12/17/2025

Overall
Status

In progress

PMR Previous Activities (October 2024 – December 2025)

PMR Procurement Activities

- PMR issued ~~drafted~~ RFP for Technology Consultant to six vendors on 12/17.

Design

- ~~City of Novi to travel to Dallas 12/14 – 12/16 for public safety facility tours.~~

Governance

- PMR provided comments regarding Council's updated RASIC to City Manager.
- PMR provided template dashboard examples for City Manager comments.

Upcoming Activities

Governance

- City Council's anticipated approvals consist of ~~1) Owner's Rep; 2) A/E firm; 3) CM firm (complete)~~; 4) Technology firm; 5) Governance Documents/Program budget; 6) Schematic design; 7) Design development; 8) Furniture vendor; 9) Contractor bid packages; 10) Change orders in excess of \$100,000 and/or CO's that exceed project contingency or program budget.
- This discussion item will occur at a FAC meeting in January 2026.

Design

- Bi-weekly design meetings will occur on Mondays
- City Manager would like an A/E update to FAC when A/E team is in town in January 2026
- City would like HED to coordinate a community Neighbors Meeting for the new FS 2 and FS 3 sites.
- Tentative Design Timeline:
 - Program Validation & Concept Design: Dec 2025 – March 2026
 - Schematic Design: March 2026 – August 2026
 - Design Development: August 2026 – January 2027
 - Construction Documents: February 2027 – June 2027

Budget

- PMR is revising project budget to reflect contract awards and updated forecasts.

Other

- City to tour Lansing Public Safety project with Christman in January 2026.
- The next PMR Owner's Meeting with Novi will be 1/5/26.
- Next City Council Update will be issued on 12/31/25.**

Areas for Discussion

Site Due Diligence / Budget Items Checklist:

- City / PMR to review Due Care Plan and strategize path forward.
- C. Boulard identifying potential woodlands issues with sites.

City of Novi Road Project

- Approx. \$20 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; if not, City/OHM coordination needed with road project to ensure PSB and FS project sites are ready with utilities.
- 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.
- City planning on bidding road project in Spring 2026.
- ~~PMR, City, HED and OHM held meeting on 12/5 to discuss due diligence items.~~ Follow-up meetings currently being scheduled.

Procurement and Contracts

- One year of design leading to a package for bid in Fall 2026 and construction in 2027.
- Site work/land clearing to occur 3rd Quarter 2026
- Fire Stations to be completed before PSB.
- PMR seeking approval of Technology Consultant in January or February, and Furniture, Fixtures and Equipment (FFE) in 1st Quarter 2026.

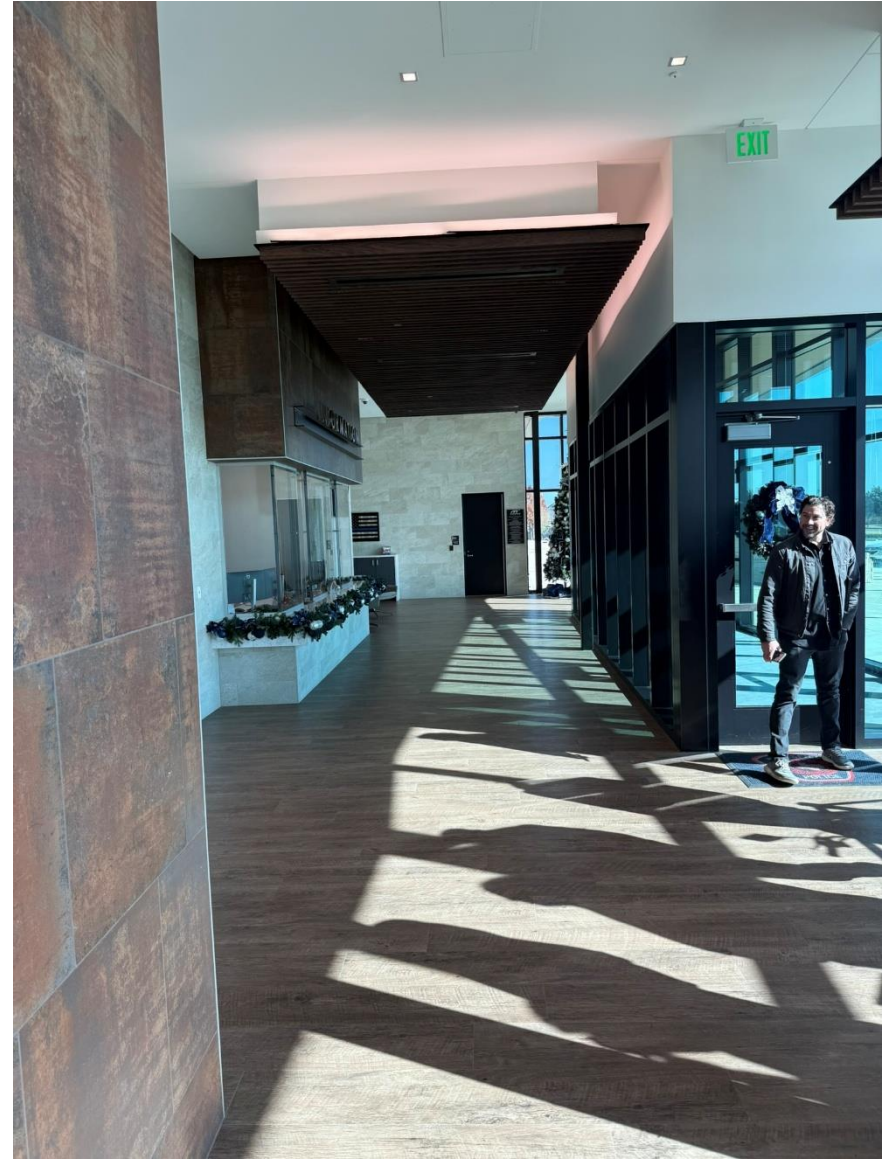
Public Safety Buildings Project (continued)

In addition to the activities reported by PMR, representatives from the design team HED/BRW are in town this week, interviewing staff and walking personnel through a “dot-matrix” exercise



Additionally, Chiefs Zinser and Martin participated in a quick two-day trip to Dallas to tour several stations with the design team







City of Novi – Strategic Plan Status Update

As of: 12/18/2025

Launch	Discovery	Visioning	Scenarios / Strategies	Crafting the Plan
Underway	Jan-Feb	Mar-Apr	May-Jun	Jul-Oct

Recent Progress	Upcoming Efforts / Engagements
• Shared draft Process Diagram with Internal Project Team • Completed existing plan review • Revised Project Management Memo, stakeholder mapping	• Documents for LRPC review next week: ○ Process Diagram ○ Project Management Memo • Finalize dates for first in-person engagement (likely February) • Finalize stakeholder mapping • Review environmental scan draft • Draft engagement plan • Draft workshop agendas

Input Needed
• In-house engagement platform options • Staff provide edits to Project Management Memo and stakeholder mapping • Staff continue to provide data from Shockey requests

Note: Due to the holidays, no status update will be shared next week. The final update of the year will be shared December 29th, 2025.



Hot Topics:

- **Emergency Assistance Food Distribution**

The City of Novi serves as a front-line distribution site for emergency food assistance through organizations like Focus: HOPE and the USDA's TEFAP (The Emergency Food Assistance Program). Food assistance programs overall have been significantly impacted by the recent federal government shutdown. Staffing reductions, transportation disruptions, and delivery delays have slowed operations. In addition, the federally allocated program budget has decreased, despite rising food costs and increased community need. As a result, sites (including Novi) are receiving fewer food items per distribution. This is a widespread issue affecting all participating locations. Questions have come in to Older Adult Services regarding the lighter boxes that residents in need received.

- **Hanon Systems Maintenance Activity Noise Complaint**

A Farmington Hills resident who is complaining about after-hours Snow Clearing at Hanon Systems (39600 Lewis Dr, off of Haggerty Rd between 12 and 13 Mile) has been told several times that it's in the ordinance that they are allowed to perform these operations. That FH resident has since called Hanon's corporate headquarters in South Korea.

- **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 its 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.

- **GLWA Transmission Main Break**

GLWA has developed an action plan for their 42" water main, which involves both water main replacement and renewal, will occur in three phases spanning mid-January 2026 through late April, with road restoration expected to be completed by the end of June. It is anticipated Novi will remain on the 24" bypass main until spring 2026 while this critical work is completed. Traffic will be impacted along 14 Mile Road due to the construction. GLWA and the RCOC will share detour routes with the public well in advance of work beginning in mid-January. More information on the project can be found at

<https://www.glwwater.org/14milemainproject/>

Project Map with Schedule



Development Project Updates:

[Map of Development projects](#)

- **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. Undergoing preliminary plan review.

- **Providence Meadows – Grand River Ave, West of Providence Parkway**

Proposed rezoning of 31 acres from Light Industrial to High Density Multiple Family in order to develop 161 townhome units. Next steps will be initial PRO Plan consideration by Planning Commission and City Council.

- **Chubby Cattle Wagyu Shabu House**

A new Hot Pot/Shabu-Shabu restaurant has opened at Sakura Novi (42768 Grand River Ave) beef (alongside other meats, vegetables, etc.) being sold in a unique tiered package menu. You can see a Facebook reel review by a local food influencer specializing in wagyu [HERE](#).

- **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. Next steps are Zoning Board of Appeals for building height and loading zone variance, then Final Site Plan submittal. Estimated Completion Date: Unknown

- **CAVA Restaurant (Former Boston Market) - Completed and opened**

A popular fast-casual Mediterranean restaurant at the Novi Town Center, in the former location of Boston Market.

- **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. <https://cityofnovi.org/media/ryralv4p/241211jsp19-34.pdf>

- **Culvers** - Novi Road and West Oaks

Temporary Certificate of Occupancy issued 11/26/25.

- **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.

Estimated Completion Date: Unknown

- **The Grove**

~~Staff has received updated plans from the proposed development on 12 Mile east of Meadowbrook. Per Council direction, the number of units has been scaled down. Council should see a revised plan presented in the near future.~~

~~<https://cityofnovi.org/media/qyrmloxj/241216matter6.pdf>~~

~~<https://eweb.cityofnovi.org/media/qnmlaang/251016thegrove.pdf>~~

- **Novi 10 (10 Mile and Novi Road)**

Similarly, the applicant for the proposed development at 10 Mile and Novi Road has also returned with a revised concept for their proposal.

<https://cityofnovi.org/media/y4nju5wq/241216matter5.pdf>

<https://eweb.cityofnovi.org/media/5hinzqyn/251016pro.pdf>

- **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). A memo was included in the 11/20/25 Packet.

- **El Car Wash** (Former PNC Bank) – Grand River Ave/12 Mile Rd

Building and sitework nearly complete.

*Estimated Completion Date: **Fall 2025***

- **El Car Wash # 2 will take over the Original \$6 Car Wash on Novi Road and 96**

- **Elm Creek PRO (Meadowbrook and 12 Mile development)**

The proposed Elm Creek project has been formally withdrawn.

- **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: **Fall 2025***

- **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. Planning Commission and Zoning Board of Appeals case are both now complete, finishing up final site plan. Anticipating a 2026 start and completion later in the year.

*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)**

Nearly all the external work has been completed. Contractors will now turn their attention to the internal work to build out the spaces for [a Dicks House of Sport, Round 1 Arcade and Bowling, and Primark](#)

*Estimated Completion Date: **Spring/Summer 2026***

Ordinance Enforcement Updates:

- **121 Faywood:** Posting of residential expansion/extensive remodel proceeding without permits
- **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.
- **11/11 Burger and Crispy Chicken (Grand River/Haggerty)** has closed; the new business has painted its half of the building without façade approval. Community Development is being addressed accordingly.

Frequently Asked Questions:

None at current

MEMORANDUM



TO: CHARLES BOULARD, COMM. DEVELOPMENT DIRECTOR
FROM: VICTOR CARDENAS, CITY MANAGER
SUBJECT: RESIDENTIAL PROPERTY MAINTENANCE PROGRAM,
ZONES – 9,10 & 17 UPDATE
DATE: DECEMBER 17, 2025

BACKGROUND:

The City of Novi Code Compliance Officers have continued the Residential Property Maintenance Program, conducting 2,978 home inspections since its inception. The primary objective remains to achieve voluntary compliance and reduce the need for further enforcement action. In many instances, proactive maintenance efforts have been observed prior to enforcement.

Code Compliance Officers initiate the Exterior Property Maintenance Program by contacting homeowners by mail, outlining the intent and timeline of the Program. Included is a brochure explaining the program and a Homeowner Inspection Checklist. The checklist should be used as a tool in determining if their property is following City of Novi ordinances.

The goal of the program is to identify areas of opportunity that will increase housing stock values, improve the overall quality of life for residents, and create an environment of pride and accountability. The City of Novi is interested in assisting homeowners before any problems become major unexpected expenses.

Additionally, our team has provided residents with valuable resources, including access to grants and support programs. Feedback from residents and HOA leadership has been positive, reflecting the program's success.

Attached is a breakdown of the 2025 program, a spreadsheet of 2025 & previous years' program data, and photo examples of 2025 highlights.

ZONES COMPLETED: (Spring/Summer 2025)

INSPECTION ZONE 17:

ORCHARD RIDGE

Metrics

- 4/4/2025 Inspected 177 Properties
- 22 Violations were found on 22 properties
- The program resulted in a 100% compliance rate

ORCHARD HILLS 1 & 2

Metrics

- 4/24/2025 Inspected 171 Properties
- 31 Violations were found on 25 properties
- The program resulted in a 92% compliance rate without extension
- 2 property owners were given an extension to April 1st, 2026

INSPECTION ZONE 9 & 10:

EAST LAKE, SHAWOOD LAKE & BACKLOTS

Metrics

- 6/26/2025 Inspected 210 Properties
- 67 Violations were found on 55 properties
- The program resulted in a 91% compliance rate without extension
- 5 property owners were given an extension to April 1st, 2026

WOODS OF NOVI

Metrics

- 6/30/2025 Inspected 82 Properties
- 45 Violations were found on 45 properties
- The program resulted in a 100% compliance rate without extension

SOUTH LAKE & BACKLOTS

Metrics

- 8/26/2025 Inspected 248 Properties
- 148 Violations were found on 92 properties
- The program resulted in a 90% compliance rate without extension
- 9 property owners were given an extension to April 1st, 2026

WEST LAKE, SUMMERLIN & NORTH HAVEN

Metrics

- 9/2/2025 Inspected 273 Properties.
- 79 Violations were found on 58 properties
- The program resulted in a 90% compliance rate without extension
- 6 property owners were given an extension to April 1st, 2026

City of Novi

Neighborhood Property Maintenance Metrics

Program Year: 2025

Subdivision Name	Total Parcels	Total Violations	% Violations	Notes
Orchard Ridge	177	22	12.43%	Violations / Parcels
Orchard Hills 1 and 2	171	31	18.13%	Violations / Parcels
East Lake Drive	210	67	31.90%	Violations / Parcels
West Lake Drive	273	79	28.94%	Violations / Parcels
South Lake Drive	248	148	59.68%	Violations / Parcels
Woods of Novi	82	45	54.88%	Violations / Parcels
Total Parcels	1161			
Total Parcels with corrections needed		297	25.58%	From Total Parcels
Total violations		392	1.32	Corrections per notice
Parcels abated prior to reinspection		190	63.97%	Compliance with 1st notice
Parcels requiring 2nd notice		107	36.03%	Compliance with 2nd notice
Parcels abated by Final inspection		275	92.59%	Compliance w/o Citations
PM Extended		22	7.41%	Extended to Spring 2026
Violations by type				Per Total Violations
Painting/siding		263	67.09%	
Windows/Doors		21	5.36%	
Roof		39	9.95%	
Gutters and trim		18	4.59%	
Accessory structure/sheds/fences		24	6.12%	
Inoperable vehicles		5	1.28%	
Trash/Debris		6	1.53%	
Concrete/Steps		12	3.06%	
Tree/Bush trimming		2	0.51%	
Address Posting		2	0.51%	
Total		392	100.00%	

Totals for the Property Maintenance Program

Total Parcels

2023	837
2024	980
2025	1161
Total Parcels for Property Maintenance Program	2978

Total Parcels with corrections needed

From total parcels

2023	150	17.92%
2024	96	9.80%
2025	297	25.58%
Total for the Property Maintenance program	543	18.23%

Total Violations found (regardless of number of parcels)

From correction needed

2023	198	1.32
2024	116	1.21
2025	392	1.32
Total Property Maintenance Program	706	1.30

Average Per Parcel

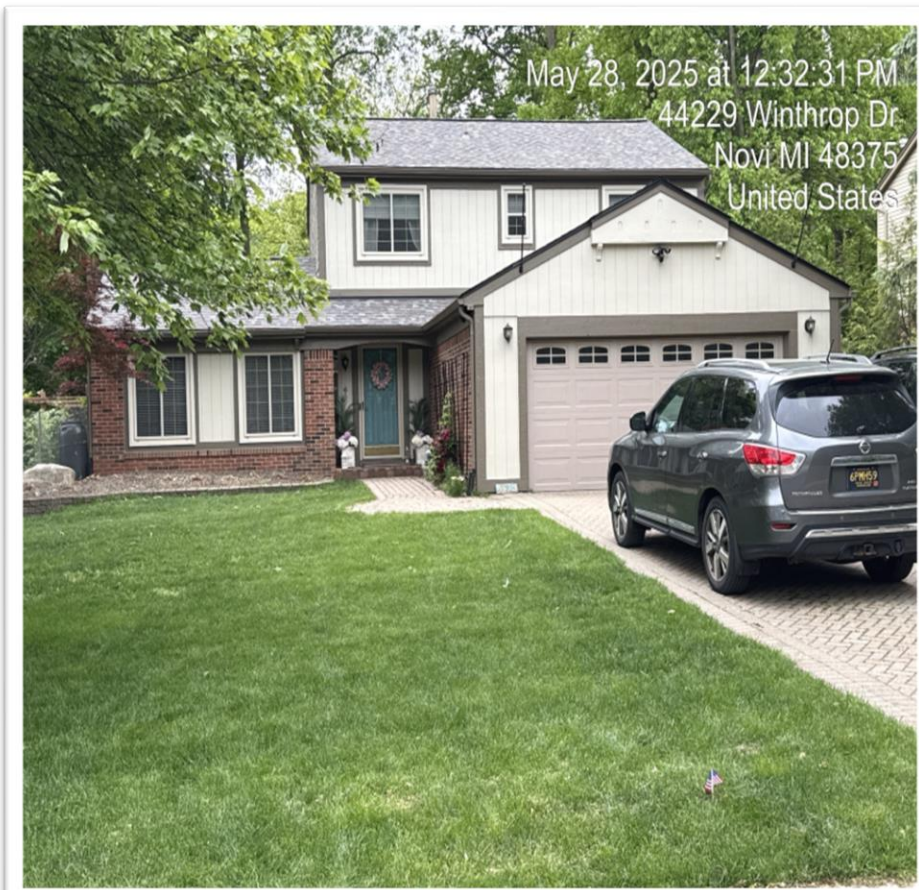
Property Maintenance Extended (Current)

2023	0	0.00%
2024	6	6.25%
2025	22	7.41%
Total Property Maintenance Program	28	5.16%

From correction needed



Before- Protective treatments of paint, siding, and trim were peeling, rotting, and deteriorating.



After- Installation of new protective treatments of trim boards, siding, and replacement of fascia boards. New paint of full exterior and all protective treatments



Before- Wood rotting on entire house, peeling, flaking and chipping paint. Window trim is missing, rotted, and needs repairs.



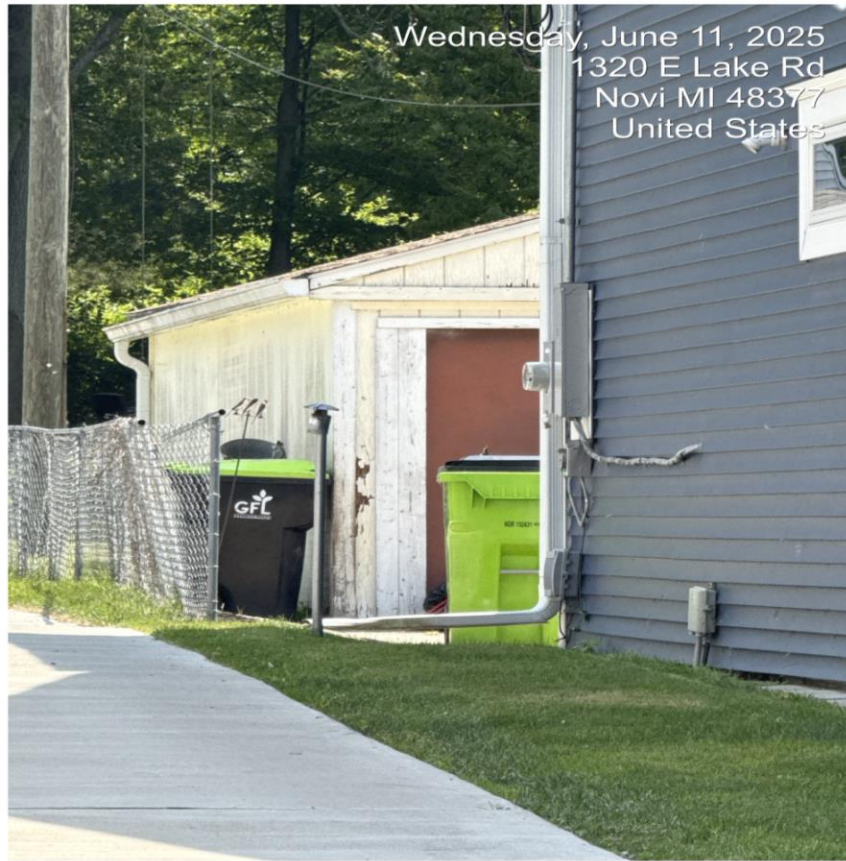
After- All rotting wood trim, boards and siding has been repaired or replaced on the exterior. Full exterior paint job has been completed. New storm door to match trim.



Before- Exterior surfaces have peeling, flaking, and chipped paint. Rotting wood on cornices, trim and dormer vents. Garage door has peeling paint and missing moldings.



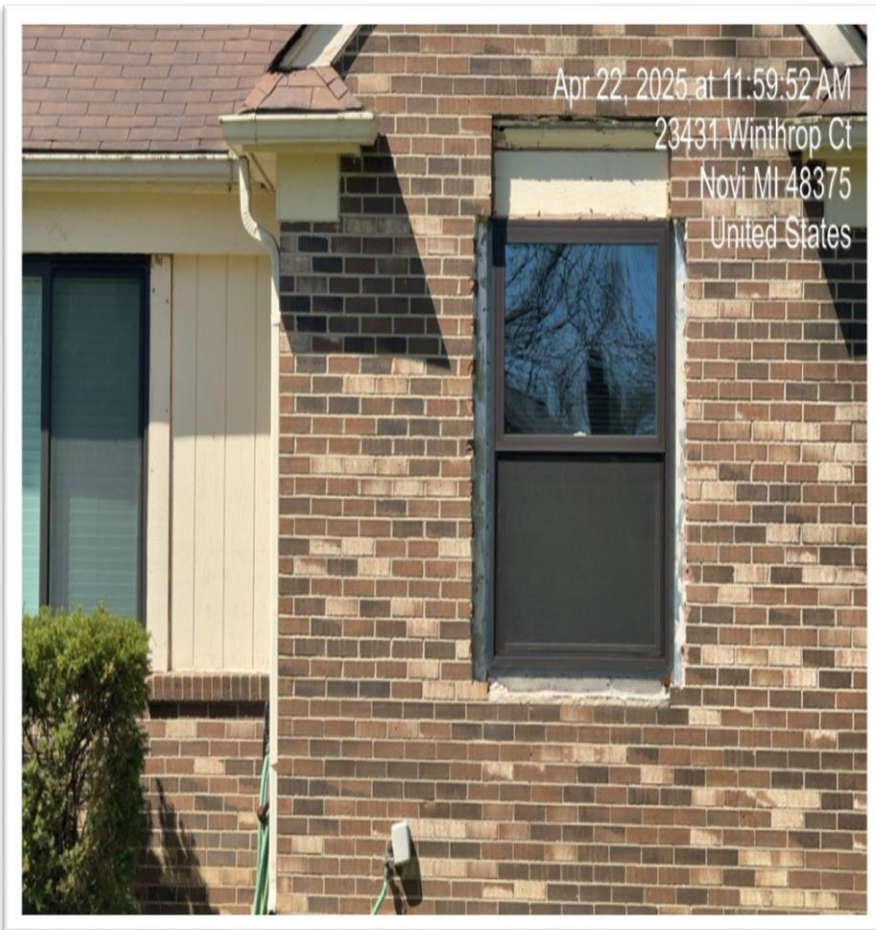
After- Replaced all damaged wood, soffit, and trim that was peeling, flaking and chipped. New garage doors installed with new moldings. Painting of full exterior and doors completed.



Before- Accessory Structure (Garage) has peeling, flaking, rotted, and chipped paint. The garage door has rust and the downspout is loose.



After- Repaired all wood rot, scraped and painted. New garage door installed along with new paint for entire garage and garage door. New downspout added. Fence repaired to upright status.



Before – Window has peeling paint, rotted trim boards, wood rot above window and damaged windowpane



After- Replaced window, replaced wood above window with tuckpointing the brick, replaced windowpane and replaced trim around window with matching aluminum trim



KMG PRESTIGE

Strategic Property Management Solutions

Mayor and Council –

Please see a new item for Council's benefit, an annual report from the contracted operator of Meadowbrook Commons.

- Victor

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.

KMG Prestige Commitment & Values

Our Commitment: Grow a high-functioning and talented team by integrating inclusion and engagement strategies into all recruiting, hiring, advancement, and retention practices.

Our Mission: Becoming the best, most respected property management company in the industry.

Our Vision: Create happy residents.

Our Mission Statement: Do the right thing.

Below is an overview highlighting key information about Meadowbrook Commons.

Team & Community Strength

Meadowbrook Commons is supported by a dedicated onsite staff of seven employees, including three long-tenured team members who have each served the community for more than 15-18 years. Their experience, consistency, and care play a vital role in maintaining the high level of service our residents expect.

Enhanced Resident Services

As a team, we have expanded supportive services to better meet resident needs. In 2025, we added rotational visits every 9–10 weeks from both a podiatrist and a dermatologist, ensuring convenient on-site care options for our senior residents.

Additionally, we host a yearly vaccination clinic and a mobile Secretary of State quarterly, providing essential services directly at the community for our residents' convenience and peace of mind.

Occupancy & Waitlist Overview

Meadowbrook Commons proudly serves 203 residents. Demand for our community remains exceptionally strong, with 157 approved applicants currently on our waitlist. Of these, 66 are current Novi residents and 91 are non-Novi residents.

Among Novi applicants, one is between the ages of 55 and 61, and 65 are age 62 and above.

In the past 90 days, we have welcomed four new residents. All four move-ins came from surrounding communities, including Commerce Township, Holly, Northville, and the Wixom area.

Waitlist Selection Criteria

Applicants are offered units based on the following priority order:

1. Novi residents age 62 and older
2. Novi residents ages 55–61
3. Non-Novi residents age 62 and older
4. Non-Novi residents ages 55–61

In the case of the four most recent move-ins, the selection process strictly followed this established criteria. Eligible Novi resident applicants were contacted first, however, those individuals either declined the available units or requested removal from the waitlist, as they had already secured alternative long-term housing arrangements. As a result, the available apartments were offered to the next qualified applicants in accordance with the waitlist priority order. The earliest application on file dates back to February 27, 2015.

2025 Capital Improvements

Throughout 2025, significant investments have been made to ensure Meadowbrook Commons remains safe, modern, and well maintained. Completed and one scheduled improvement include:

- Exterior building Painting – \$45,000.00 (spring 2026)
- Additional Cameras – \$32,900.00
- Pillar Rebuilds – \$65,741.00
- Courtyard Concrete – \$12,899.00
- Fitness Room Enhancements – \$10,456.00
- Shutters/Siding – Main Building – \$11,955.00
- Deck Repairs – \$4,800.00
- Steel Doors – \$5,754.00

- Staircase, Restrooms, Laundry & Trash Rooms Painting – \$6,563.00
- Sprinkler Repair for Pickleball Area – \$11,600.00

Total Investment for 2025: \$162,668.00

This total does not include the upcoming exterior building painting, which will be completed separately.

2026 – 2027 Planned Future Improvements

Looking ahead, Meadowbrook Commons will continue its long-term investment strategy with the following projects scheduled for 2026:

- Common Room Upgrades – \$69,400.00
- Meadowbrook Activity Center Restroom Upgrade – \$8,000.00
- Community Restroom Upgrade – \$8,000.00
- Exterior/Interior Renovations – \$900,000.00 (initial planning and design phase, number is a rough estimate)

Total 2026 Planned Improvements: \$985,400.00

2027–2028 Planned Future Improvements

Significant long-term improvements are planned for 2027 and 2028 to continue modernizing and enhancing the Meadowbrook Commons community.

- Courtyard – **\$585,000.00**
- Unit Renovations (Ranch & Apartments) – **\$890,538.00**
- Elevator Cab Replacement – **\$64,000.00**

Total 2027–2028 Improvements: \$1,539,538.00

KMG Prestige remains committed to maintaining Meadowbrook Commons as a safe, welcoming, and well managed community that the City of Novi and residents can take pride in. We appreciate your ongoing partnership and support.



These pictures show refurbished pillars. A gap is left at the bottom to prevent moisture from wicking up and causing rot.



10 exterior furnace/HVAC room doors were installed.

Road Report

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

www.rcocweb.org

New road-funding package will keep RCOC roads on track

It has been widely reported that the state Legislature, on Oct. 3, was able to negotiate a new road-funding package as part of the state's 2026 budget. But what does the package mean for the Road Commission for Oakland County (RCOC)?

"It will allow us to build on the progress we have made since the last road-funding package in 2015," explained RCOC Managing Director Dennis Kolar. He added the Road Commission was at risk of seeing the progress that has been made since the 2015 package took effect in 2017 lost if the state had not provided a new infusion of funding.

"We were at a critical point, and the Legislature came through," Kolar said.

The package is expected to generate about \$1.7 billion in new funding in 2026, growing to about \$2 billion by 2030, according to the County Road Association of Michigan (CRA). The Michigan House Fiscal Agency estimates RCOC will get about \$46 million in additional funding in fiscal year 2026, or about a 35 percent

increase in state funding.

The package removes the 6 percent sales tax from gas and diesel in Michigan, which has long been a point of contention, since it is a tax on fuel, but none of the revenue went to roads. The sales tax will then be replaced with a 20-cent increase in gas and diesel taxes, that will generate

\$1.1 billion annually for transportation. The package will also eliminate the \$600 million general fund contribution to transportation that was established in the 2015 package and replace those dollars by redirecting \$688 million in corporate income tax revenues annually to transportation.

Finally, the package also applies a new



24 percent wholesale tax to marijuana, that is estimated to generate around \$420 million per year.

And while RCOC has not yet put together a detailed plan of how it will spend the money, Kolar and Deputy Managing Director/County Highway Engineer Gary Piotrowicz indicate it will

Tylene Henry named to RCOC Board

The Road Commission for Oakland County (RCOC) has a full Board of Road Commissioners for the first time since May.

The Oakland County Board of Commissioners, on Oct. 16, appointed Tylene L. Henry, of Beverly Hills, to fill the seat on the Board that was left open when former Road Commissioner Nancy Quarles resigned in May.

The Road Commission is an independent agency, but it's three-member Board is appointed by the Oakland County Board of Commissioners. The road commissioners serve for six-year terms and are responsible for overseeing the RCOC budget and setting agency policy.



Henry is a lifelong Oakland County resident and a business development consultant dedicated to cultivating culturally rich, economically thriving organizations and communities. She is the president and owner of Ujima Services LLC, a strategic business planning and leadership development firm.

She has consulted on inclusive development and worked with entities including the Michigan Workforce Development Institute, the Michigan Department of Transportation (MDOT), MCO Consulting and FINM Solutions. Henry is also an adjunct faculty member at Wayne County Community College.

CONT'D ON PAGE 2 — SEE HENRY

What's Inside

RCOC is ready for the arrival of winter2

RCOC roads remain among the safest3

New SAD video explains process4

How to contact RCOC ... 4

ROAD COMMISSION
for OAKLAND COUNTY

Ready for snow: RCOC completes preparations for winter

The Road Commission for Oakland County (RCOC) is ready for winter, having completed the process of reviewing its winter operations with its truck drivers and prepped its winter-maintenance equipment, including trucks and plows, in anticipation of the inevitable arrival of winter weather.



Some of RCOC's new plow trucks ready to roll.

RCOC has also added 34 new plow trucks, which cost approximately \$425,000 apiece, to its fleet. "We are continuing to replace our aging fleet of trucks," RCOC Managing Director Dennis Kolar said.

"As a safety feature," Kolar added, "all new trucks are equipped with green lights that can be seen from a greater distance during winter weather. Pick-up trucks used for winter maintenance are also equipped with the green lights."

Kolar noted the agency is prepared for whatever Mother Nature brings during the winter, though a milder winter is always appreciated. "Winter maintenance

is one of our most critical functions for the safety of everyone," he said. "We always prepare for a worse-than-normal winter which includes having plenty of road salt available."

The RCOC team is also constantly looking for best practices when it comes to maintaining roads during the winter months, such as the "wing plows" ordered with new trucks in recent years. The wing plows extend from the right side of the truck and are retracted when not in use.

"The wing plows increase the width of roadway plowed by a single truck,

enabling trucks to plow a roadway lane and the shoulder at the same time, for example," Kolar said. "Equipping many of our trucks with wing plows has improved their efficiency," he added.

RCOC also utilizes its pick-up fleet to clear crossovers/turnarounds on boulevards in a more timely

manner as well as to get into subdivisions/residential streets more quickly. The pickup fleet is also used for winter-weather rapid-response operations that allow RCOC staff to get to isolated icing occurrences and other urgent situations more quickly.

Additionally, during or following weather events with six or more inches of snow, RCOC uses non-road-maintenance staff to augment its pool of drivers and hires contractors to help on gravel roads. The Road Commission also hires part-time temporary drivers to help man the plow trucks during the winter.

Despite the addition of the part-time, temporary employees and the rapid-response plan, Kolar explained that motorists must still be vigilant when driving during or immediately after snow events. "Drive for the conditions. That will make a safer environment for everyone on the road," he stated.

Kolar also reminded motorists that as of last year, Michigan law requires motorists to stay 200 feet back from a plow truck. "This helps to ensure the safety of motorists," he said. "It can take a longer distance to stop in snow and ice, and when vehicles run into the back of one of the big orange trucks, it's not good for the passenger vehicle. So, please don't crowd the plow -- give the plows 'room to groom'."

What will winter be like?

Every year at this time, there are a rash of winter forecasts — some predicting a mild winter for our region, others predicting a ton of snow and ice. The Road Commission is often asked what we think of these forecasts. Unfortunately, the reality is that forecasts are often not reliable a day or two out, let alone months ahead. So, we take them with the proverbial grain of salt.

Oakland County roads top safety list for decades; traffic-fatality rate remains far lower than state and national rates

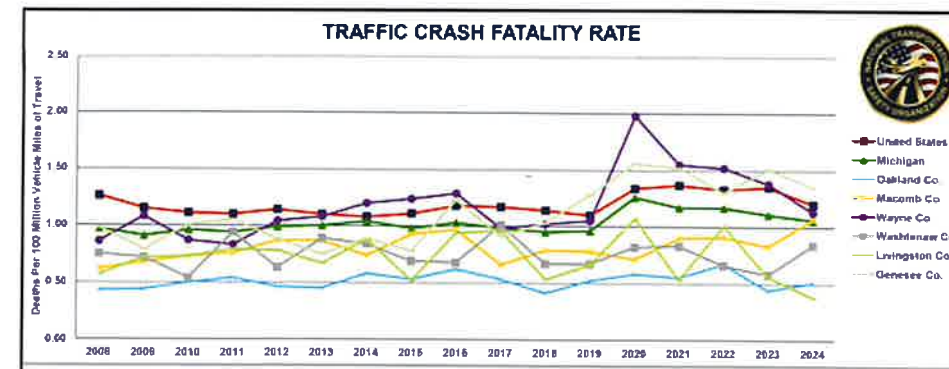
Once again in 2024, Oakland County saw a substantially lower traffic-fatality rate on its roads than either the state or nation as a whole or than almost any surrounding county.

The county, state and national traffic-fatality rates were recently released for 2024. For the year, Oakland County's fatality rate was less than half of either the state or national rate.

In fact, Oakland County has had the lowest, or among the lowest, traffic-fatality rate in the state nearly every year for the past several decades. In part that is the result of the Road Commission for Oakland County (RCOC) making safety its top priority since 1978. Since that time, the agency has been a national leader in traffic safety and one of the first and most aggressive users of traffic-crash data to drive road-improvement and maintenance decisions.

For 2024, Oakland's traffic-fatality rate was 0.51 deaths per 100 million miles of vehicle travel. For the year, the statewide rate was 1.06 fatalities per 100 million miles of vehicle travel and the national rate was 1.20.

"Safety is our number-one priority," stated RCOC Managing Director Dennis Kolar. "While we are always striving to reduce the number of crashes on our roads, and even one fatality is too many, it is still encouraging to see that our roads remain very safe compared to others across the state and nation. That is the result of more than 40 years of using crash data as the number-one factor driving road project selection and design deci-



This graph shows traffic fatality rates for the U.S., Michigan and Wayne, Oakland, Macomb, Livingston, Washtenaw and Genesee counties from 2008 through 2024. Graph courtesy of the National Transportation Safety Org.

sions. This has involved a lot of hard work and commitment to safety by everyone at RCOC, but that work has clearly paid off."

Not only is Oakland County's traffic-fatality rate lower than the state and national rates, it is also lower than other counties in Southeast Michigan, including Wayne, Macomb, Washtenaw and Genesee counties. Only Livingston County had a lower traffic-fatality rate for 2024.

"Most people don't realize it," Kolar noted, "but when they are driving in Oakland County, they are driving on some of the safest roads in the nation."

Kolar added that RCOC's data-driven safety efforts have been successful in part because they remove political considerations from road-improvement decisions. "Virtually everything we do is driven by an interest in safety," he said. "Whether it is how we select the projects we do each year, how we design those projects, how

we prioritize our road maintenance activities, etc. It is all based on crash data and safety analyses and not on political considerations or political influence."

In fact, if Oakland's roads experienced the same fatality rate as the national rate, approximately 60 more people would die on Oakland roads every year. "That's a huge deal," Kolar said. "That's 60 families every year that do not have to suffer the loss of a loved one."

Kolar also thanked the National Transportation Safety Organization (NTSO -- formerly the Transportation Improvement Association or TIA), an Oakland County-based non-profit dedicated to promoting data-based traffic safety. "NTSO was established to reduce traffic-fatality rates, and they have been our partner in making roads safer for more than three decades," he observed. "They are at the forefront, nationally, of traffic-data management."

RCOC/U of M project improving traffic signal timing and reducing congestion

A partnership between the Road Commission for Oakland County (RCOC) and the University of Michigan Transportation Research Institute (UMTRI) is helping to improve traffic flow on several RCOC corridors.

The project, funded by a \$1.4 million federal grant, harnesses vehicle GPS data to quickly and cost-effectively update traffic-signal timing. The project is reducing the number of times vehicles stop at intersections on the corridors and could eventually be expanded across the region and state.

The system was developed by UMTRI engineers and was initially tested at 34 RCOC intersections in Birmingham, pro-

ducing 20 to 30 percent reductions in stops.

The latest step in the project involved 13 more signals updated with the system:

- Four signals on 8 Mile Road between Orchard Lake Road and Brentwood St. in Farmington Hills.

- Nine signals along 12 Mile Road between Vinsetta Blvd. and Connecticut Ave. in Royal Oak.

The results have been impressive: Along 8 Mile, there has been a 30 percent reduction in delays and a 40 percent reduction in stops. The 12 Mile corridor has seen a 20 percent reduction in both stops and delays.

RCOC is seeking another grant to further expand the program.

RCOC Deputy Managing Director/County Highway Engineer Gary Piotrowicz noted retiming traffic signals was traditionally costly and labor-intensive. "This process determines traffic congestion levels and flow based on GPS data and then uses customized software to determine the most efficient timing," he said.

Piotrowicz noted the project improves safety, because when motorists are stopped less frequently for traffic signals, they are less likely to take risky actions such as running amber or red lights, which can lead to traffic crashes.

The program is believed to be the first such program in the nation to use GPS data.

HENRY — CONT'D FROM FRONT

"I am honored to have been appointed to this important position to help oversee an agency that has a tremendous impact on both the residents and businesses of Oakland County," Henry stated.

"I look forward to learning more about the Road Commission's operations, programs and dedicated staff who work tirelessly to maintain and improve our county's road network," she said. "My goal is to serve the people of Oakland County by helping ensure our transportation system is safe, efficient and responsive to the needs of our diverse communities. I'm excited to collaborate with my fellow road commissioners, the Road Commission administration, the Oakland County Board of

Commissioners, local leaders and residents to continue building a strong foundation for the county's future."

Henry is the president of the National Association of Black Women in Construction (NABWIC) and was that organization's Member of the Year for 2022. She was named one of Oakland County Executive Dave Coulter's 40 under 40 class of 2022 and is a member of the Oakland County Neighborhood and Housing Development Citizen's Advisory Committee.

Henry holds a bachelor of arts degree from Michigan State University and a master of business administration (MBA) degree from Wayne State University.

She joins Eric McPherson and James Esshaki on the RCOC Board.

NEW \$ — CONT'D FROM FRONT

be directed towards items including resurfacing paved roads, especially those that are not eligible for federal funds; intersection safety improvement projects; culvert replacements; some form of contribution to subdivision street repaving; and replacing aging equipment.

"This is a big deal," Kolar said. "In my 40-plus years at RCOC, this is only the third time the state has increased road

funding. While it is not enough to address the total needs on Michigan's roads, it will go a long way toward continuing to improve the road system."

He added that the culverts that will be addressed first are those that are currently posted with weight restrictions, meaning some heavier vehicles, such as school buses or garbage trucks, are currently prohibited from crossing the structures.

New RCOC video introduces special assessment district subdivision paving program

A new video recently produced by the Road Commission for Oakland County (RCOC) is helping to explain the agency's special assessment district (SAD) subdivision street-paving program.

"Many people do not understand what the SAD process is or why it is needed," explained RCOC Managing Director Dennis Kolar. "This video provides an introduction to the process and an explanation of why it is necessary."

The video explains that RCOC receives state road funding per mile of county road, and receives different amounts based on the type of road: High-traffic-volume roads generate larger per-mile rates, while low-volume roads, such as subdivision streets, generate relatively low amounts. In fact, RCOC receives about \$11,000 per mile of subdivision road annually, which must cover the cost of plowing/salting in the winter, pothole patching, drainage repairs, sign maintenance and other rou-

tine maintenance costs.

That means the \$11,000 per mile per year is not enough to cover the cost of repaving subdivision streets, which is approximately \$1 million per mile. As a result, the state Legislature addressed this situation by creating the SAD process.

The SAD process involves homeowners on subdivision roads petitioning the Road Commission to repave the roads and then paying for the repaving through a special tax assessment that is repaid over a 10-year period. The RCOC video explains why the process is needed and how it works. It is posted on the "Subdivision Paving" page on the RCOC website (www.rcocweb.org – then click on the "Residents/Common Questions" tab and select "Subdivision Paving").

"This video is a good introduction to the program," Kolar noted. "If residents want to learn more about how to initiate an SAD project, the video directs them how to proceed."

RCOC Strat Plan report coming out soon

Every other year, Road Commission for Oakland County (RCOC) leaders meet with the leaders of virtually every city, village and township in Oakland County as part of their Strategic Planning process. The most recent round of Strategic Planning meetings were completed in the fall of 2025.

Once the meetings are completed,

RCOC publishes a report summarizing both what RCOC leaders shared with the community leaders and what the community leaders shared with RCOC. Topics include updates on road funding, new developments (both at RCOC and in the communities), community road improvement priorities and more. The report will be sent to all public officials in the county.

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**

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.

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