



## FINANCE & ADMINISTRATION COMMITTEE AGENDA

CITY OF NOVI

**April 13, 2026 | 5:00 PM**

Mayor's Conference Room

Novi Civic Center | 45175 Ten Mile Road

(248) 347-0460

### CALL TO ORDER

**ROLL CALL** - Mayor Fischer, Mayor Pro Tem Casey, Councilmember Staudt

### APPROVAL OF AGENDA

### APPROVAL OF MINUTES

[March](#) 9, 2026 Minutes

### PURPOSE OF THE MEETING

[Plante](#) Moran Realpoint Public Safety Building Project Update

[Consultant](#) List Review

[Environmental](#) (Woodland/Wetland) Consultant

[Traffic](#) Consultant

### PUBLIC COMMENT

### ADJOURNMENT

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



CITY OF NOVI  
Finance and Administration Committee Meeting

**March 9, 2026**

*To start immediately following the Ordinance Review Committee*  
Council Conference Room | 45175 Ten Mile Road  
(248) 347-0445

**CALL TO ORDER:** 5:37 p.m.

**ROLL CALL:** Mayor Fischer, Mayor Pro Tem Casey, Councilmember Staudt

**STAFF LIAISON:** Victor Cardenas, City Manager

**ALSO PRESENT:** Danielle Mahoney, Assistant City Manager  
Karen Lancaster, Financial Services Consultant  
Sheryl Walsh-Molloy, Communications Director  
Katherine Oppermann, Recording Secretary

**APPROVAL OF AGENDA**

Motion: Casey; Seconded: Staudt; Approved: 3:0

**APPROVAL OF MINUTES** – February 19, 2026

Motion: Casey; Seconded: Staudt; Approved: 3:0

**PURPOSE OF THE MEETING**

Mayor Fischer stated that during the meeting they would only be focusing on the Budget Overview due to time constraints and that any items later on the agenda would be discussed at a later date. City Manager Cardenas noted that this would not be a problem as the latter items on the agenda were provided primarily as informational materials to the Committee and decisions would not be needed yet.

1. FY 2027 Budget Overview

Financial Services Consultant Karen Lancaster went over the FY 2027 Budget Overview presentation that had been prepared for the Committee. This included a brief history of the general fund trends from Actual Revenue/Expenditure FY 2024 and FY 2025, an amended FY 2026, an original, revised, and proposed budget for 2027, as well as forecasts for 2028 and 2029. She noted that revenue is not keeping up with expenditure and upon realizing this she and the individual departments of the City went to work to create a balanced budget for 2027 by cutting 1.8 mil in expenditure but that 2028 and 2029 will still need more work as there are a lot of capital needs and insufficient revenue to cover them. Mayor Fischer asked if there were any signs of the revenue issue becoming more rosy and Ms. Lancaster replied that unfortunately no, she does not foresee that.

The General Fund expenditure for personnel is continuing to grow and without significant change it will be unlikely to go down. Mayor Fischer asked if the numbers

shown include all contractual obligations, such as pensions, and Ms. Lancaster said yes. She also briefly noted that for those remaining defined benefit (DB) plans it will get worse before it gets better, the underfunded pension liability and employer contributions follow the same trend though it will theoretically get better when we are fully funded in 2041. She likened it to an interest-only mortgage, actuaries have a lot of factors that go into it and there are a lot of variables that go into this such as the stock market, employee pay meeting actuary expectations, discount rate, etc. We are 63% funded and pension liability is 48.9mil. Mayor Fischer asked if this information is shared with the labor union groups when we are in negotiations with them and Mr. Cardenas said yes but that it does not appear to move them.

Ms. Lancaster then went over other expenditure types noting that there is nothing too exciting here, contracts are mostly staying consistent. She then went into new construction values, how they were great from 2016 – 2019 but went sharply down during Covid and have never fully recovered since that time and we've seen a dip again in 2025. This plays directly into our taxable value, we need to have new construction to see our state tax number go up. Our revenue growth is slowing and our expenditure growth is outpacing revenue growth. State Tax Commission sets CPI rate for taxes 1.6% since FY23 (includes an unprecedented 5% cap for 2023 and 2024), Property and liability insurance has seen a 1.6% increase since FY23, Personnel (Wages, Health Insurance, Pension) is at a 25% increase since FY23, and Vehicle costs at a 25%+ increase since FY23. These are all concerns since they are paid for out of the General Fund and if our revenue is not going up they are harder and harder to fund. Mayor Fischer asked what we have done policy-wise to change vehicle costs. Mr. Cardenas said that we had changed the Police contract so that we can hold the cars longer so that we get max use out of them, the same is being done with DPW fleet. Larger trucks are difficult since they take so long to manufacture and our existing ones are already 10 years old. Mayor Fischer noted that given the increase in vehicles he will expect to see more data to base decisions on. Ms. Lancaster noted that in her work with the Washtenaw County Sheriff she is seeing them switch car models away from Ford Explorers to Dodge Durangos and saving around 20 grand a vehicle. They tried Tahoes but were seeing more rapid deterioration on them. She thinks it may take a switch in whole vehicle platforms but doesn't know how much they can adjust outfitting. She has found some that were overdone in her other work so it may be worth examining.

Our personnel costs are 83% of the General Fund and taxes are at only 57%, our largest revenue is restricted on how much it can go up. If all our revenue isn't going up as fast as our expenditures, we're going to have trouble. Mayor Fischer asked for clarification on the 57%, it seems low to him. Ms. Lancaster said for taxable is 57% and state shared revenue is 19%, we then have some investment income and charters for services. She noted that you have to be careful with investment income.

Ms. Lancaster then briefly went over the budget process for FY2027 where they identified the shortfall, had a large meeting with all City Department Heads to talk about the problem and how they needed to cut 10% out of their budgets and they all did a great job on this – filling out individual budget impact sheets, revenues they could come up with, things that they could cut, and there were a lot of good ideas. City Manager Cardenas then reviewed all of determined which items they would use

to balance the budget. They deferred many non-recurring costs, added some new revenue sources, etc. - a "potpourri of choices". On the revenue side they tried to distinguish between recurring and non-recurring, with recurring needing to balance first as non-recurring has more flexibility. The largest impact to FY 2027 is that State-Shared revenue is down \$832,000, the State cut this to, in theory, put it towards roads. We did add 1.7M to the proposed FY 2027 budget which includes \$378K in Tax Revenue (Increases are still above CPI but growth is slowing due to less new construction), \$490K for Recycling Cost Recovery, \$266K in new Fire Inspection Fees (we have not charged fire inspection fees in the past and on many occasions they are out to commercial projects many times, they are working on a structure for these new fees and they will need to go before Council for approval), \$144K in increased Building Fees, and \$360K one-time use of Self-Insurance Fund Balance to help absorb health care increases.

Councilmember Staudt asked about the potential of going from 83% to 75% for personnel costs and why it wasn't considered. Ms. Lancaster said it was considered and that she personally has not discounted it. She said in her opinion Dispatch should be outsourced and police cadet program should be discarded. He also asked about "tax on taxes", Ms. Lancaster said that if he is referring to admin fees 2Mil could be generated from that and it was an option but Victor had decided against it. Both Councilmember Staudt and Mayor Fischer noted that they wouldn't necessarily support that. Mayor Fischer also noted that he considers the Recycling Cost Recovery Fees a gift, he would have preferred to use those fees to something "cool" rather than plugging holes in our revenue stream. Ms. Lancaster said it is all a balancing act, Victor had to carefully weigh the options and picked what he thought would work best. She reiterated that she would support cutting the Dispatch and outsourcing that service and that this should be considered before the new public safety building is built, potentially with a new dispatch center when we can't afford dispatch. They use an outsourced model in Washtenaw County and it works well but she understands that a change of that nature can be politically difficult. Councilmember Staudt expressed that it shouldn't be assumed what he and the other Councilmembers might be willing to do politically and he wants to see all 5-year plan options. He doesn't know how we can continue running City government five years from now.

Ms. Lancaster then went over the changes from the original FY 2027 budget forecast to what was turned in. The largest impact was personnel costs at 2.9Mil. 889k for fully budgeted FTEs, 383k for pension increases (BD and DC). Mayor Fischer asked if any particular groups drove that increase and Ms. Lancaster said Police and Fire, noting that in the actuary report the police contribution is 50% of their salary which is really high, Mayor Fischer asked if the employees receive a total compensation form and Mr. Cardenas said that yes, they receive one each year. Ms. Lancaster continued: \$463K for Fire Part-time and Auxiliary, \$255K for Overtime, Holiday Pay and DPW Temp Staff, \$423K for Health Insurance Increases, \$64K for Police Contract Settling for 1% more than planned, \$423K for All Other. Councilmember Staudt asked how much the Part Time and Auxiliary Fire increase was for overtime, Ms. Lancaster said she wasn't sure but could look. Mr. Cardenas said it was more the onboarding, training, equipment, committed stipends, shifts to not close stations, etc. Ms. Lancaster reiterated she could get them the numbers/percentages on that for Council. Services

was second largest impact at 964k– Vehicle maintenance and gas, recycling costs, and all other. She noted that for “all other” it included the increase to janitorial contract, building maintenance contract, emergency communications phone maintenance, and fire recruitment. Finally, was capital impact at 678k, most of which went to Police for in-car cameras and license plate readers per contract with axion and then police vehicles. Mr. Cardenas noted that it was an error of the previous team that the camera fee was counted as a one-time cost rather than the subscription fee that it is. It was noted that the full organization was reminded to pay close attention to such things and to be sure recurring costs were properly noted.

Ms. Lancaster then reviewed a budget impact summary, noting that we are now \$240,000 to the good for the 2026/2027 Fiscal Year. Following this she displayed a graph for the fund balance and that based on their projections show us dipping below 28%, which is not the right direction to go in per our policy that it should not dip below 25%. Looking at a 5-year projection, we are balanced for 2027, a little unbalanced in 2028, and by 2029 a million dollars off between recurring revenues and recurring expenditures which will only continue to go on without changes being made. Councilmember Staudt asked how we were going to deal with this now then, rather than waiting for it to be more painful later. Mr. Cardenas said they were here now so that they can work on it now, this far in advance. Both Mayor Fischer and Mr. Cardenas noted past issues with how the budget was presented to Council, that previous fiscal models were badly done.

Ms. Lancaster talked briefly about expectations that were built into the model, that they were conservatively done, and also remarked that she is concerned. We cannot keep up what with what is being done, we need to take care of things and a large chunk of that is Public Safety. She noted that we need our own police and fire but that dispatch can be outsourced and is a good start. Councilmember Staudt noted that dispatch is “low hanging fruit” and would be interested to know what the harder stuff would be. He briefly spoke on how everyone’s salaries have gone up over the last decade, including in the private sector but unlike private sectors we cannot raise costs, we cannot unilaterally raise taxes without going to the voters. Ms. Lancaster said there are a lot of opportunities but that none of them are comfortable. She says she would plan for the three years out to be balanced and that may mean cutting positions. She also noted that it could be easier to make the hard choices now when they have her on board as a consultant as they can point out that she is the one making these recommendations without predisposed notions. The idea of cutting the Economic Development role (currently unoccupied) was also briefly discussed, Ms. Lancaster suggesting it be cut but Mayor concerned that economic development is the only way out of this mess. The plan to fill the position as a downgraded manager role rather than director, at a lesser cost, was also briefly discussed.

Councilmember Staudt asked what business has 85% personnel costs, Ms. Lancaster said it is very common in government because it is a service organization with personnel delivering services. She did note it shouldn’t continue to grow as a percentage of expenditures and that the expectations of service need to be balanced with the percentage of personnel. Whatever happens there need to be enough votes on the same page, the budget has to pass with a super-majority of

Council. Mayor Fischer expressed that he thinks that will be the easy part, if they present the shortfalls and what will be necessary. He won't support an unbalanced budget in years 2 and 3.

Public Safety costs were discussed some more. Overtime was noted as being excessive. Ms. Lancaster did again note the option to outsource dispatch, which would mean we would lose the South Lyon contract.

Mayor Pro Tem Casey said she felt verklempt looking at the model presented, she had thought they had more time. Mr. Cardenas noted that it has been this bad for a few years but it had been masked. Mayor Fischer said that he wants to see all the opportunities, he thinks more needs to be done and that they need to understand more of the numbers. He also stressed that he needs to see proposals throughout the organization, not just Public Safety. Ms. Lancaster pointed out that everyone did take part and is part of the change, Mayor would like to see that expressed, he is not yet sold and needs to see the data showing that everyone through the organization has done everything they can. Ms. Lancaster says they have a summary list that the group can take a look at. Mayor agreed, staff can decided how that is presented but he needs to see it.

2. Council Chambers Refresh

Not discussed during course of meeting

3. Consultant List Review

- a. Website Provider Contract
- b. Environmental (Woodland/Wetland) Consultant
- c. Meadowbrook Commons Management

Not discussed during course of meeting

**AUDIENCE COMMENTS:** None

**ADJOURNMENT:** 6:31 p.m.

Motion: Fischer; Seconded: Casey; Approved: 3:0

APRIL 13, 2026

# Public Safety Program Update

*Presented to Novi Finance and Administration Committee*

# Public Safety Building Update

## Site Concerns and Limitations

- 1) Existing creek location is being treated as “fixed” for design purposes
  - Awaiting final permit decisions from EGLE, but rerouting creek is unlikely
  - Impact upon schedule unknown, but likely negative
  
- 2) DTE Energy Duct Bank
  - An electrical duct bank has been discovered under Lee BeGole Drive. PSB cannot be built over the duct bank, so it will need to be relocated to accommodate current one building PSB design
    - 1 year timeline
    - \$3.78 million cost estimate
      - \$2.5 million to relocate duct bank and \$1.25 million to remove electrical poles (pole removal is in current Road Project budget)

# Public Safety Building Update

## Site Concerns and Limitations

- 1) Existing creek location is being treated as “fixed” for design purposes
  - Awaiting final permit decisions from EGLE, but rerouting creek is unlikely
  - Impact upon schedule unknown, but likely negative
- 2) DTE Energy Duct Bank
  - An electrical duct bank has been discovered under Lee BeGole Drive. PSB cannot be built over the duct bank, so it will need to be relocated to accommodate current one building PSB design
    - 1 year timeline
    - \$3.78 million cost estimate
      - \$2.5 million to relocate duct bank and \$1.25 million to remove electrical poles (this is in current Road Project budget)

**Is it possible to achieve project goals and savings by not moving the duct bank?**

**Is it possible to achieve project goals and savings by reducing the scope of road work?**

# Public Safety Building Update

## Road Project Budget Line Items

DTE: Bury power lines 11 Mile to Grand River: **\$3.2M**

DTE: Bury power lines Crescent to 11Mile: **\$1.25M**

DTE: Relocated Duct Bank: **\$2.5M**

**Potential DTE Savings: \$7M**

OHM: **\$1.5 - \$1.75M** in road construction savings to keep Lee BeGole in current footprint

# Procurement Activities

## Technology

- Currently finalizing insurance requirements for Howell Design

## Commissioning Agent

- Proposals received and under review

## Future Procurement Items

- Materials Testing, Building Envelope Consultant, Furniture Vendor

# City Council Look Ahead Schedule

## June 8, 2026 City Council Meeting

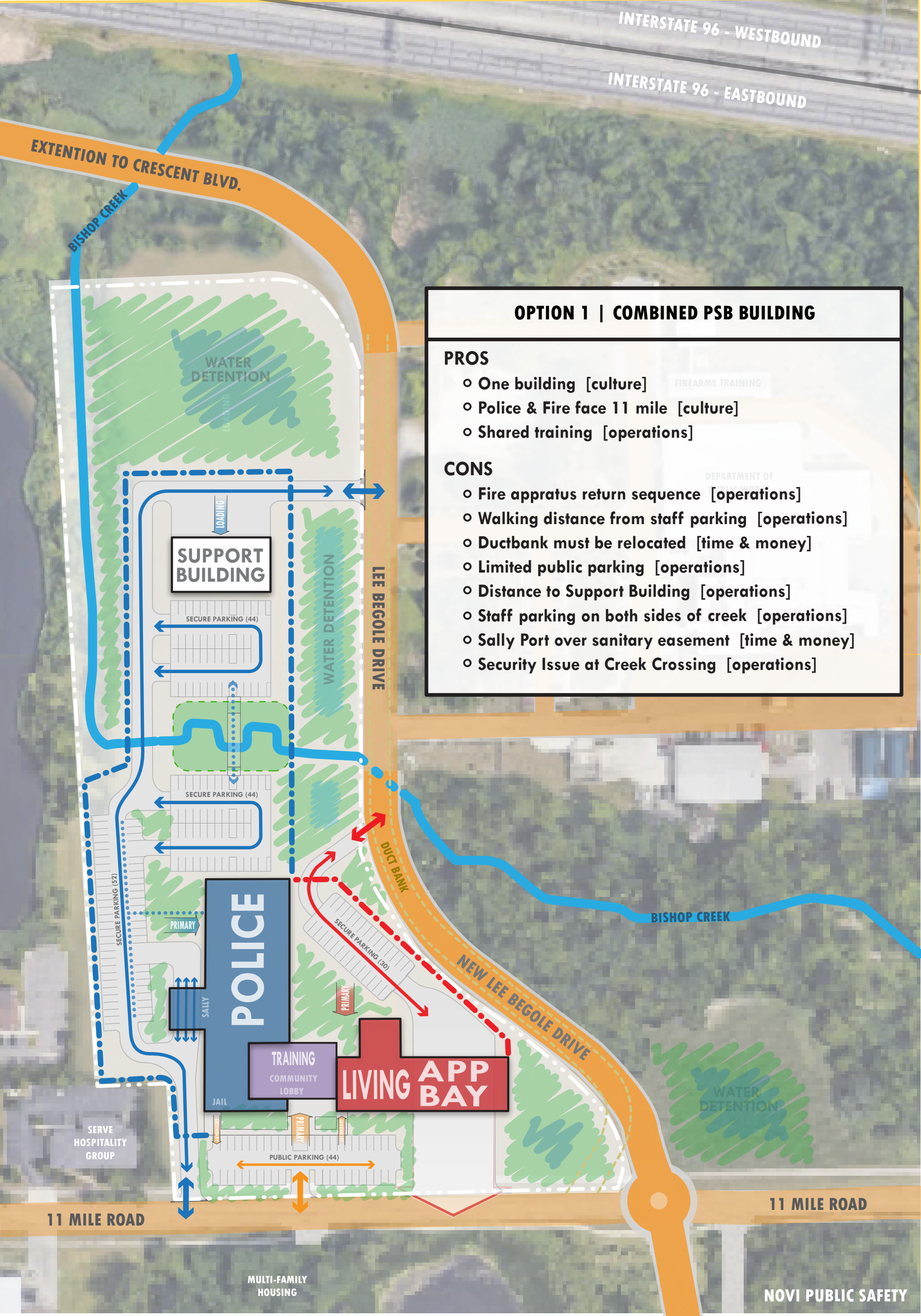
HED/BRW will present schematic design of Fire Stations 2 and 3, with space program, program statement, and budget estimate. HED/BRW will also present a conceptual design update for the Public Safety Building.

FAC meeting to review schematic design will need to be scheduled prior pursuant to this project's governance.

# Architectural Services - Design Phase Overview

## Phases of Design





INTERSTATE 96 - WESTBOUND

INTERSTATE 96 - EASTBOUND

EXTENTION TO CRESCENT BLVD.

BISHOP CREEK

WATER  
DETENTION

LOADING

SUPPORT  
BUILDING

SECURE PARKING (44)

SECURE PARKING (44)

SECURE PARKING (52)

PRIMARY

POLICE

SALLY

TRAINING  
COMMUNITY  
LOBBY

JAIL

LIVING APP  
BAY

PUBLIC PARKING (44)

SECURE PARKING (30)

PRIMARY

PRIMARY

SECONDARY

LEE BEGOLE DRIVE

DUCT BANK

NEW LEE BEGOLE DRIVE

BISHOP CREEK

WATER  
DETENTION

11 MILE ROAD

11 MILE ROAD

MULTI-FAMILY  
HOUSING

NOVI PUBLIC SAFETY

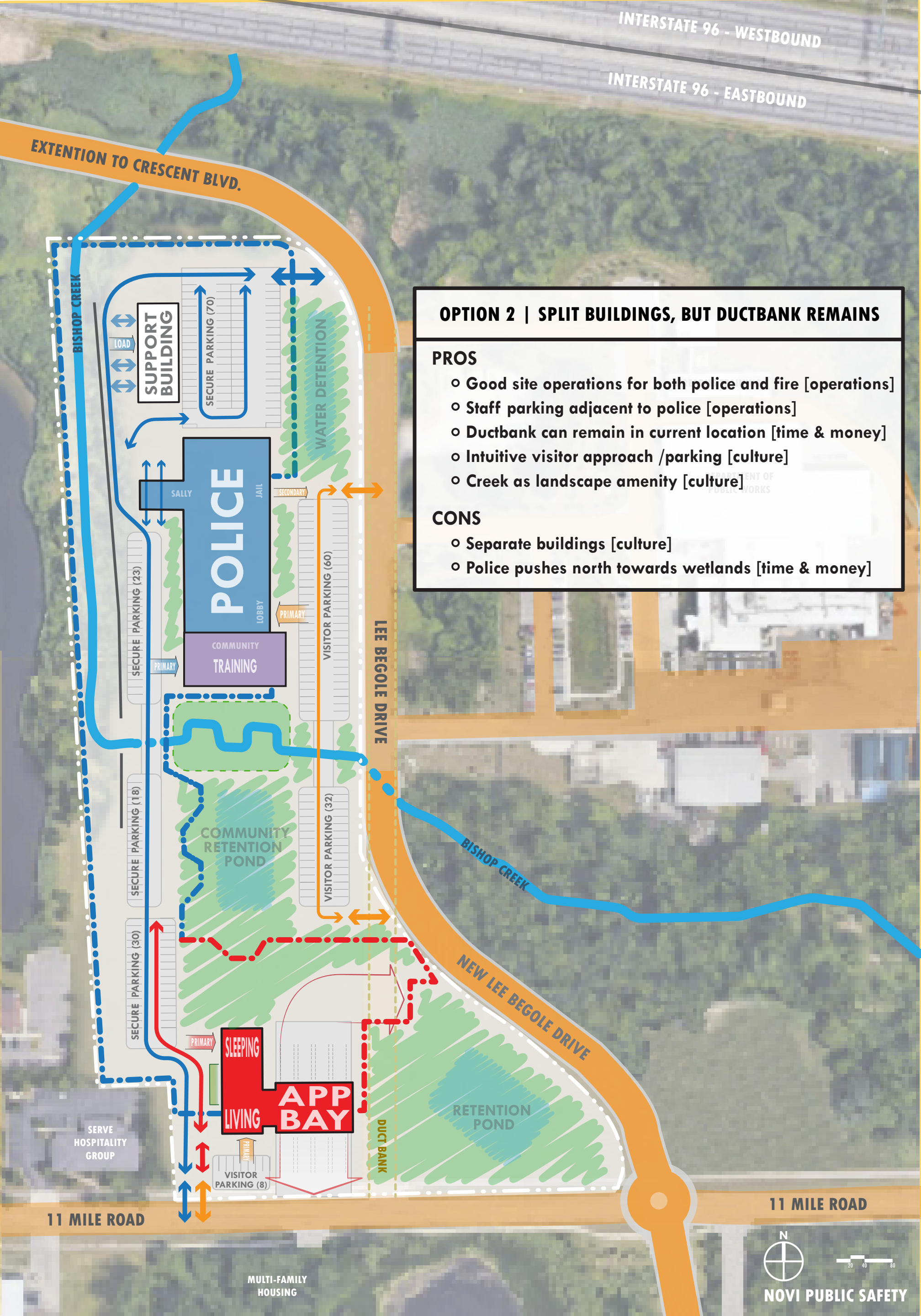
### OPTION 1 | COMBINED PSB BUILDING

#### PROS

- One building [culture]
- Police & Fire face 11 mile [culture]
- Shared training [operations]

#### CONS

- Fire appratus return sequence [operations]
- Walking distance from staff parking [operations]
- Ductbank must be relocated [time & money]
- Limited public parking [operations]
- Distance to Support Building [operations]
- Staff parking on both sides of creek [operations]
- Sally Port over sanitary easement [time & money]
- Security Issue at Creek Crossing [operations]



INTERSTATE 96 - WESTBOUND

INTERSTATE 96 - EASTBOUND

EXTENTION TO CRESCENT BLVD.

BISHOP CREEK

LOAD

SUPPORT BUILDING

SECURE PARKING (70)

WATER DETENTION

SALLY

POLICE

JAIL

LOBBY

COMMUNITY TRAINING

PRIMARY

VISITOR PARKING (60)

SECONDARY

SECURE PARKING (23)

SECURE PARKING (18)

COMMUNITY RETENTION POND

VISITOR PARKING (32)

SECURE PARKING (30)

SLEEPING

LIVING

APP BAY

VISITOR PARKING (8)

LEE BEGOLE DRIVE

NEW LEE BEGOLE DRIVE

DUCT BANK

RETENTION POND

SERVE HOSPITALITY GROUP

11 MILE ROAD

11 MILE ROAD

MULTI-FAMILY HOUSING

## OPTION 2 | SPLIT BUILDINGS, BUT DUCTBANK REMAINS

### PROS

- Good site operations for both police and fire [operations]
- Staff parking adjacent to police [operations]
- Ductbank can remain in current location [time & money]
- Intuitive visitor approach /parking [culture]
- Creek as landscape amenity [culture]

### CONS

- Separate buildings [culture]
- Police pushes north towards wetlands [time & money]



20 40 60

NOVI PUBLIC SAFETY

INTERSTATE 96 - WESTBOUND

INTERSTATE 96 - EASTBOUND

EXTENTION TO CRESCENT BLVD.

BISHOP CREEK

WATER DETENTION

SUPPORT BUILDING

SECURE PARKING (44)

SECURE PARKING (44)

SECURE PARKING (45)

PRIMARY

POLICE

JAIL

LOBBY

COMMUNITY TRAINING

VISITOR PARKING (35)

VISITOR PARKING (25)

LEE BEGOLE DRIVE

LEE BEGOLE DRIVE

DUCT BANK

### OPTION 3 | SPLIT BUILDINGS, DUCTBANK/STREET REMAIN

#### PROS

- Good site operations for both police and fire [operations]
- Ductbank and Lee Begole can remain [time & money]
- Intuitive visitor approach/parking [operations]
- Creek as landscape amenity [culture]
- Police & Fire face 11 mile [culture]

#### CONS

- Separate buildings [culture]
- Distance to Support Building [operations]
- Staff parking on both sides of creek [operations]
- Fire site very close to wetlands setback [time & money]

BISHOP CREEK

APP BAY

SLEEPING LIVING

PRIMARY

PRIMARY

PRIMARY

SECURE PARKING (30)

VISITOR PARKING (8)

11 MILE ROAD

11 MILE ROAD

MULTI-FAMILY HOUSING

NOVI PUBLIC SAFETY

SERVE HOSPITALITY GROUP

| Consultant Services                                     |                                                          |                                             |                                              |                                                                         |                                          |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------------------|----------------------------------------------------------|---------------------------------------------|----------------------------------------------|-------------------------------------------------------------------------|------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Discipline                                              | Current Consultant/<br>Outsourcing Services Firm         | Lead City<br>Contact/Manager<br>Responsible | Activation                                   | Duration                                                                | Original Expiration                      | Expiration of<br>Renwal                                             | Expenditure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Environmental - Wetland                                 | Merjent, Inc.                                            | Barb McBeth                                 | April 9, 2024                                | Two Years with<br>Three one-year renewals                               | April 9, 2026                            | not yet enacted                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Environmental -Woodland                                 | Merjent, Inc.                                            | Barb McBeth                                 | April 9, 2024                                | Two Years with<br>Three one-year renewals                               | April 9, 2026                            | not yet enacted                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Architectural/Façade                                    | DRN & Associates                                         | Barb McBeth                                 | July 22, 2024                                | Three Years with<br>Two one-year renewals                               | July 22, 2027                            | not yet enacted                                                     | Rate varies per service, see Fee proposal form for full<br>breakdown.<br>*Most of these costs are passed onto developers during<br>permit process                                                                                                                                                                                                                                                                                                                                                                                            |
| Traffic                                                 | AECOM Great Lakes, Inc.                                  | Barb McBeth                                 | June 1, 2022                                 | Two year contract with<br>two one-year renewals                         | June 1, 2024                             | <del>6/1/2025</del><br><b>6/1/2026</b>                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Masterplan for Land Use                                 | Beckett & Raeder Inc<br>(BRI)                            | Barb McBeth                                 | January 10, 2022                             | Sixteen Month Contract                                                  | May 10, 2023                             | n/a                                                                 | \$206,445.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <del>Non-Motorized Master</del><br>Active Mobility Plan | Greenway Collaborative,<br>Inc                           | Barb McBeth                                 | November 14, 2022                            | Six Month Contract                                                      | May 1, 2023                              | n/a                                                                 | \$50,534.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Civil Engineering Field Services Public                 | AECOM and Spalding<br>DeDecker                           | Ben Croy                                    | 12/18/2022                                   | Five year contract                                                      | December 18, 2027                        | not yet enacted                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Civil Engineering Field Services Public<br>(2)          | Orchard, Hiltz and<br>McCliment (OHM)                    | Ben Croy                                    | 12/18/2022<br>6/10/24 (Ext. Added by<br>CRC) | Two year contract<br><b>Three Year Extension<br/>added**</b>            | December 18, 2027                        | n/a                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Civil Engineering Field Services Private                | Spalding DeDecker &<br>Associates                        | Ben Croy                                    | 12/18/2022                                   | Five year contract                                                      | December 18, 2027                        | n/a                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Prosecuting Attorney-<br>Police                         | Rosati, Schultz, Joppich, &<br>Amtsbuechler              | Scott Baetens                               | January 1, 2023                              | Four Years with<br>Two one-year renewals                                | January 1, 2027                          | not yet enacted                                                     | <del>\$115.00/hour (Baker)</del><br><del>\$117.50/hour (Baker)</del><br>\$125.00/hour                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| City Attorney                                           | Rosati, Schultz, Joppich, &<br>Amtsbuechler              | Victor Cardenas                             | January 1, 2023                              | Four Years with<br>one one-year renewals                                | January 1, 2027                          | not yet enacted                                                     | <del>\$160.00/hour – Partners</del><br>\$165.00/hour - Partners<br>\$155.00/hour - Associates                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Attorney -<br>Labor & Employment                        | Shifman Law                                              | Tia Gronlund-Fox                            | <del>1/1/2022</del><br>January 1, 2025       | <del>3-year contract</del><br>Three Years with<br>two one-year renewals | <del>12/31/2024</del><br>January 1, 2028 | not yet enacted                                                     | <del>\$165.00/hour in 2022,</del><br><del>\$175.00/hour in 2023,–</del><br><del>\$175.00/hour in 2024-</del><br><br>\$175.00/hour in 2025,<br>\$185.00/hour in 2026,<br>\$185.00/hour in 2027                                                                                                                                                                                                                                                                                                                                                |
| Financial Advisor                                       | PFM Group                                                | Victor Cardenas                             | Per bond issuance                            | <b>Feburary 10, 2025</b>                                                | n/a                                      | n/a                                                                 | General Obligation Bond Fee Schedule:<br>Base fee of \$8,000<br>Plus \$3.00 per \$1,000 of bonds up to \$5,000,000<br>Plus \$1.10 per \$1,000 of bonds over \$5,000,000 up to<br>\$25,000,000<br>Plus \$0.90 per \$1,000 of bonds \$25,000,000 and above<br>Less 10% discount for multi-series bond authorization<br><br>For example, if the City's bonds are issued in multiple series,<br>and the first series was \$30,000,000 the fee would be \$34,650<br>(\$8,000 + \$15,000 + \$22,000 + \$4,500 = \$49,500 - \$4,950 =<br>\$44,550). |
| Bond Counsel                                            | Miller Canfield                                          | Victor Cardenas                             | Per bond issuance                            | <b>Feburary 10, 2025</b>                                                | n/a                                      | n/a                                                                 | Fee Scale:<br>\$39,500 for first \$10,000,000; plus<br>\$0.90/\$1,000 in principal amount in excess of \$10,000,000.<br><br>For a single bond issue in the amount of \$100,000,000,<br>Fee: \$120,500, and with the 20% discount:<br><b>Approx. Total: \$96,400</b>                                                                                                                                                                                                                                                                          |
| Professional Auditing Services                          | Rehmann Robson                                           | <del>Carl Johnson</del>                     | April 8, 2024                                | 3 years with<br>two one-year renewals                                   | 6/30/2026<br>(FY 2026)                   | not yet enacted                                                     | \$364,200.00<br><br>(Y1: \$65,900, Y2: \$69,200, Y3: \$72,700, Y4: \$76,300, Y5: \$80,100)                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Meadowbrook Commons<br>Management                       | Keystone Management<br>Group<br>KMG Prestige             | Jeff Muck                                   | July 1, 2021                                 | Three Years with<br>Two one-year renewal<br>options                     | June 30, 2024                            | <del>6/30/2025</del><br><b>6/30/2026</b>                            | \$5,980.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Ice Arena Management                                    | Suburban Sports Group                                    | Jeff Muck                                   | <del>7/1/2020</del><br><b>July 1, 2025</b>   | Three Years with<br>two one-year renewal<br>options                     | July 1, 2028                             | not yet enacted                                                     | Year 1 (2025-26) – \$138,000<br>Year 2 (2026-27) – \$138,000<br>Year 3 (2027-28) – \$145,520<br>Year 4 (2028-29) – \$145,520<br>Year 5 (2029-30) – \$149,260<br><br>Plus potential shared Incentive if min. operating income is<br>=>\$425,000 (see contract for details)                                                                                                                                                                                                                                                                    |
| ITC Community Sports Park Master<br>Plan                | Spicer Group                                             | Jeff Muck                                   | November 28, 2022                            | Project Duration Only                                                   | n/a                                      | n/a                                                                 | \$24,500.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Property & Liability Insurance Broker                   | Kapnick Insurance Group                                  | Cortney Hanson                              | July 1, 2024                                 | Four Years with<br>one two-year renewal<br>option                       | June 30, 2028                            | not yet enacted                                                     | paid from annual commissions from the insurance companies<br>and not paid directly by the City                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Health Insurance and<br>Employee Benefits Consultant    | Gallagher Benefit<br>Services                            | Tia Gronlund-Fox                            | April 23, 2024                               | Three Years with<br>Two one-year renewal<br>options                     | April 23, 2027                           | not yet enacted                                                     | Commission is between 3% - 8%<br>depending upon the line of coverage. (Exhibit B)                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Emergency Medical Transport<br>Services                 | Medstar, Inc.                                            | John Martin                                 | January 23, 2024                             | Five Years with<br>Three one-year renewals                              | January 23, 2029                         | not yet enacted                                                     | \$0 subsidy for five years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Internet Connectivity and Broadband<br>Study            | Foresite Group                                           | Victor Cardenas                             | December 10, 2021                            | Project Duration Only                                                   |                                          |                                                                     | \$105,000.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Website Provider                                        | Municipal Web Services                                   | Sheryl Walsh-Molloy                         | January 1, 2021                              | Two Years with<br>two one-year renewals                                 | 12/31/2023                               | <del>12/31/2024</del><br><del>12/31/2025</del><br><b>12/31/2026</b> | \$70,000 budgeted per fiscal year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Solid Waste and Recycling                               | <del>Green For Life (GFL)</del><br><b>Priority Waste</b> | Victor Cardenas                             | 7/1/2021<br>(taken over by PW<br>7/1/24)     | 8 Years                                                                 | June 30, 2029                            | n/a                                                                 | \$138/single family home (\$148.61 in year 8)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| Color Key  |                     |                     |
|------------|---------------------|---------------------|
| FAC Review | Extension Available | New Contract Needed |

# MEMORANDUM



**TO:** VICTOR CARDENAS, CITY MANAGER  
**FROM:** BARBARA MCBETH, AICP, CITY PLANNER  
**SUBJECT:** ENVIRONMENTAL CONSULTANT – REVISION OF FEE SCHEDULE  
**DATE:** MARCH 3, 2026

---

The City's current environmental consultants for woodlands and wetlands, Merjent, have provided service to the City of Novi since January of 2024. Merjent took over when Mannik and Smith Group declined to extend their contract at the end of 2023. **Merjent has performed well over the last two years and has submitted a request for a one-year extension as the original contract allowed. The contract also indicated that the fees could be reevaluated at the time of extension, and Merjent has requested a few updates that staff supports.** The following updates and clarifications are requested at this time:

## **Pre-Construction Meeting Fee**

Clarification of the \$600 fee for environmental consultant to attend Pre-Construction meeting when Woodland and/or Wetland inspections are needed: one \$600 fee will be collected for the consultant's attendance at the Pre-Con meeting.

- Woodland and/or wetland pre-construction meeting fee \$600.
- If site contains both wetlands and woodlands total meeting fee will be \$600.

## **Woodland Inspection Fees**

The Woodland inspection fees are currently based on 6% or 25% of the cost of materials. Staff and Merjent would recommend keeping the 6% and 25% under the fence and replacement inspections, respectively but adding in a *minimum* amount listed under the sub-headers.

For the vast majority of the past and future projects, the applicants have been/will be charged the minimum. Leaving the 6% and 25% costs helps calculate the real costs for major projects that have a lot of fencing to inspect or lots of replacements that they will plant (for example, Society Hill or The Grove).

Staff want to ensure that smaller parcels would not be penalized with the minimum flat fee, and so parcels that are less than or equal to one acre would be charged \$300 for inspections (column at the right), compared to the minimum of \$500 for sites larger than an acre.

Please see the charts below with minimum fee/new fee shown in blue type.

## Fencing and Staking Inspections

| <u>Initial Inspection &gt;1 acre</u>            | <u>Initial Inspection</u>                       | <u>Additional Inspection (if needed)</u> | <u>&lt;= to 1 acre (reduced fee)</u><br><u>2nd inspection, same fee</u> |
|-------------------------------------------------|-------------------------------------------------|------------------------------------------|-------------------------------------------------------------------------|
| Woodland Fence Staking                          | 6% of fence material,<br>minimum \$500          | \$300                                    | \$300                                                                   |
| Woodland Fence Installation                     | 6% of fence material,<br>minimum \$500          | \$300                                    | \$300                                                                   |
| Woodland Fence Removal                          | 6% of fence material,<br>minimum \$500          | \$300                                    | \$300                                                                   |
| Construction Observation                        | \$450                                           | \$300                                    | \$300                                                                   |
| Reduced fee if both Woodland and Wetland onsite | 6% of woodland fence material,<br>minimum \$750 | \$450                                    | \$500                                                                   |

## Woodland Replacement Inspections

| <u>Initial Inspection &gt;1 acre</u> | <u>Initial Inspection</u>               | <u>Additional Inspection (if needed)</u> | <u>&lt;= to 1 acre</u><br><u>2nd inspection, same fee</u> |
|--------------------------------------|-----------------------------------------|------------------------------------------|-----------------------------------------------------------|
| Replacements Planted                 | 25% of plant material,<br>minimum \$500 | \$300                                    | \$300                                                     |
| 2-year Warranty Inspection           | 25% of plant material,<br>minimum \$500 | \$300                                    | \$300                                                     |

The following fees would help to streamline the permits for single family homes on lots that have woodland and or wetland impacts. These fees would be charged **only** if needed for a specific home permit project that involves regulated woodlands and wetlands.

**Single Family Residential Home Permits**

The current fee schedule has no fees established for the following required inspections:

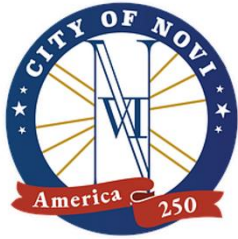
- Establish a fee of \$250 for properties that require a Wetland Setback Delineation Letter (no permit)
- Establish a fee of \$500 for Woodland Staking Inspection (includes one revision)
- Establish construction observation fee of \$200 (if needed) for either woodland or wetland

**If recommended for approval by the Consultant Review Committee, the fees would be presented in a formal resolution for consideration and potential adoption by the City Council.** It was noted with the acceptance of the contract extension, that if approved, the fees will take a few weeks to be updated in our invoicing system. For projects that have started prior to the approval of the updated consultant fees, work shall be invoiced at the rate at the time the project was initially invoiced.

.....  
.....

**On another matter**, please note that the Traffic Engineering Services contract with AECOM is nearing the end of its term with all extensions previously granted. Staff has sent out a new Request for Proposals for Traffic Engineering Services. Responses are due to the City of Novi shortly and will be evaluated by staff prior to being considered by the City Council.

# MEMORANDUM



**TO:** VICTOR CARDENAS, CITY MANAGER  
**FROM:** BARBARA MCBETH, AICP, CITY PLANNER  
**SUBJECT:** TRAFFIC ENGINEERING CONSULTANT  
**DATE:** APRIL 8, 2026

---

A Request for Qualifications (RFQ) was recently issued to seek the services of an independent firm to provide **traffic engineering consulting services** for the City of Novi. The traffic engineering consultant performs site plan reviews and traffic study evaluations as part of the plan review process and assists the Engineering Division with traffic-related concerns and studies. The consultant provides traffic engineering expertise to Community Development and Public Services staff as well as the City Council and Planning Commission.

The scope of work for the consultant includes site plan review for traffic compliance with all City codes, the Master Plan for Land Use, thoroughfare plans, the Active Mobility Plan; as well as with quality development expectations, practicality and functional excellence. The consultant also reviews traffic impact studies and rezoning proposals (each rezoning request requires either an abbreviated or full traffic study). The consultant provides assistance at meetings and performs traffic and parking lot inspections of completed work. The consultant assists the City's designated traffic engineer (Ben Croy) by performing traffic engineering and speed studies.

## **Qualifications**

The RFQ was advertised in February and the City received two responses. The responses were reviewed using Qualifications-Based Selection and scored using five factors:

- Firm's resource capability to perform required services including examples
- Evaluation of assigned personnel
- Related public/municipal experience
- Budget and cost controls experience
- Potential or current project conflicts

The staff review team included members from Community Development and the Department of Public Services. The reviewers were Lindsay Bell, Rick Meader, Humna Anjum, and Barbara McBeth. Tracey Marzonie from the Finance Department provided assistance throughout the process.

Based on the results of the staff evaluations AECOM was selected as the more qualified firm (two responses were provided). AECOM has served as Novi's Traffic Engineering Consultant since 2014.

## **Fees**

The current fees have not increased since 2022. AECOM's proposed fees show a modest increase, generally representing an **increase of \$50-\$200** for most of the services requested. If selected, the pass-through Traffic Engineering costs for typical site plan review developments are projected to **increase by about 15 to 25 percent**, depending on the type and size of the project. For some of the more common services, please refer to the red circles noting some of the proposed fee changes in the **attached** fee schedule.

The proposed hourly rate for preparing Traffic Engineering Studies and Reports, and for attendance at meetings is proposed to **increase by about 5 percent** from the current fee structure, the first requested increase over the past four years.

The Engineering Division budgets approximately \$30,000 annually for the as-needed hourly work for various engineering studies and reports. The Community Development Department budgets approximately \$3000 to \$5000 annually for as-needed meetings with the traffic consultant.

A summary of fees paid to the traffic consultant over the past several years is as follows:

|                                      | FY 21-22            | FY 22-23            | FY 23-24            | FY 24-25            |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Traffic Review (developer-paid fees) | \$ 12,017.40        | \$ 15,789.48        | \$ 22,997.84        | \$ 31,246.40        |
| Traffic consultant (city-paid fees)* | \$ 1500             | \$ 3000             | \$ 3000             | \$ 3700             |
|                                      | <b>\$ 13,517.40</b> | <b>\$ 18,789.48</b> | <b>\$ 25,997.84</b> | <b>\$ 34,946.40</b> |

\*Planning only, approximate amounts

## **Recommendation**

Staff recommends **awarding a contract to AECOM** for a three-year term with an additional two, one-year optional extensions for the following reasons:

- AECOM has a deep bench when it comes to traffic engineering with 3 dedicated engineers and a total of 17 traffic engineers and other professionals in local offices and available to assist with Novi's projects.
- Over the twelve years that the City and AECOM have worked together, staff has noted that the breadth of expertise has served the City well in providing quality traffic reviews and offered creative, innovative solutions to traffic concerns.
- AECOM streamlined the site plan review letters, improving communication with applicants. AECOM has been receptive to adjustments to the letters and communications as suggested by the Plan Review Center.
- Over four years, AECOM has provided 285 site plan reviews, 18 Traffic Impact Studies reviews, 75 site inspections, 2 speed studies and 4 Traffic Engineering Studies.
- Engineering and Planning staff already have a good working relationship with the AECOM staff and with the level of service AECOM has provided as Novi's Traffic Engineering consultant since 2014.
- The fees presented by AECOM represent a 10-20% increase in developer/applicant paid fees, and a 5% increase in hourly costs for traffic engineering studies, a nominal increase over the fees in place since 2022.

**AECOM FEE PROPOSAL  
(WITH MARK-UPS)**

---

CITY OF NOVI  
PROPOSAL FORM

CONSULTANT TRAFFIC ENGINEERING SERVICES

AECOM  
PROPOSED FEES  
(IN BLUE)

We the undersigned as bidder, propose to furnish to the City of Novi, according to the conditions and instructions attached hereto and made a part thereof according to the attached terms and conditions.

**SITE PLAN REVIEW**

**Accessory Structures and Minor Additions (<1,000 sq ft)**

|         | Current Fee Schedule  | Proposed Fee Schedule |
|---------|-----------------------|-----------------------|
|         | Preliminary Site Plan | Preliminary Site Plan |
| Traffic | \$300                 | \$350                 |
|         | Final Site Plan       | Final Site Plan       |
| Traffic | \$300                 | \$350                 |

+ \$50  
+ 17%.

**Commercial, Industrial and Office Review (Fee is based on acreage)**

|         | Current Fee Schedule  |                                |                                 | Proposed Fee Schedule |                                |                                  |
|---------|-----------------------|--------------------------------|---------------------------------|-----------------------|--------------------------------|----------------------------------|
|         | 5 Acres or less       | 5.1 - 20 Acres                 | Greater than 20 Acres           | 5 Acres or less       | 5.1 - 20 Acres                 | Greater than 20 Acres            |
|         | Preliminary Site Plan |                                |                                 | Preliminary Site Plan |                                |                                  |
| Traffic | \$700                 | \$700 + \$24/acre over 5 acres | \$925 + \$18/acre over 20 acres | \$800                 | \$800 + \$30/acre over 5 acres | \$1250 + \$20/acre over 20 acres |
|         | Final Site Plan       |                                |                                 | Final Site Plan       |                                |                                  |
| Traffic | \$425                 | \$425 + \$24/acre over 5 acres | \$700 + \$18/acre over 20 acres | \$500                 | \$500 + \$30/acre over 5 acres | \$950 + \$20/acre over 20 acres  |

+ \$100  
+ 14%.

**Multiple-Family and Single-Family Site Condominium Review (Fee is based on units)**

|         | Current Fee Schedule  |                                 |                                | Proposed Fee Schedule |                                 |                                  |
|---------|-----------------------|---------------------------------|--------------------------------|-----------------------|---------------------------------|----------------------------------|
|         | 20 Units or less      | 21 - 50 Units                   | Greater than 50 Units          | 20 Units or less      | 21 - 50 Units                   | Greater than 50 Units            |
|         | Preliminary Site Plan |                                 |                                | Preliminary Site Plan |                                 |                                  |
| Traffic | \$700                 | \$700 + \$10/unit over 20 units | \$925 + \$7/unit over 50 units | \$800                 | \$800 + \$12/unit over 20 units | \$1160 + \$10/unit over 50 units |
|         | Final Site Plan       |                                 |                                | Final Site Plan       |                                 |                                  |
| Traffic | \$525                 | \$525 + \$10/unit over 20 units | \$775 + \$7/unit over 50 units | \$600                 | \$600 + \$12/unit over 20 units | \$960 + \$10/unit over 50 units  |

+ \$235  
+ 25%.

**SUBDIVISION REVIEW**

**Tentative and Final Preliminary, Subdivision Engineering and Final Plat Review (Fee is based on lots)**

|         | Current Fee Schedule       |                              |                              | Proposed Fee Schedule      |                               |                               |
|---------|----------------------------|------------------------------|------------------------------|----------------------------|-------------------------------|-------------------------------|
|         | 20 Lots or less            | 21 - 50 Lots                 | Greater than 50 Lots         | 20 Lots or less            | 21 - 50 Lots                  | Greater than 50 Lots          |
|         | Tentative Preliminary Plat |                              |                              | Tentative Preliminary Plat |                               |                               |
| Traffic | \$700                      | \$700 + \$9/lot over 20 lots | \$925 + \$6/lot over 50 lots | \$800                      | \$800 + \$10/lot over 20 lots | \$1100 + \$7/lot over 50 lots |
|         | Final Preliminary Plat     |                              |                              | Final Preliminary Plat     |                               |                               |
| Traffic | \$325                      | \$325 + \$9/lot over 20 lots | \$525 + \$6/lot over 50 lots | \$400                      | \$400 + \$10/lot over 20 lots | \$700 + \$7/lot over 50 lots  |
|         | Subdivision Engineering    |                              |                              | Subdivision Engineering    |                               |                               |
| Traffic | \$575                      | \$575 + \$9/lot over 20 lots | \$825 + \$2/lot over 50 lots | \$650                      | \$650 + \$10/lot over 20 lots | \$950 + \$3/lot over 50 lots  |
|         | Final Plat                 |                              |                              | Final Plat                 |                               |                               |
| Traffic | \$300                      | \$300                        | \$400                        | \$400                      | \$450                         | \$500                         |

# SUBDIVISION REVIEW CONTINUED

Concept Plan for Subdivision and Site Condominium Projects (applies to all residential development options)

| Concept Plan |                                                       |                                                      |
|--------------|-------------------------------------------------------|------------------------------------------------------|
|              | Current Fee                                           | Proposed Fee                                         |
| Traffic      | \$475 + \$5/lot or unit<br>(maximum \$1,500)          | \$550 + \$6/lot or unit<br>(Maximum \$1,800)         |
| Traffic      | Non-Residential \$400 +<br>\$5/acre (maximum \$1,500) | Non-Residential \$500 +<br>\$6/acre (maximum \$1800) |

| Concept Plan and PRO/SDO Applications |                                                       |                                                       |
|---------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
|                                       | Current Fee                                           | Proposed Fee                                          |
| Traffic                               | \$475 + \$5/lot or unit<br>(maximum \$1,500)          | \$550 + \$6/lot or unit<br>(Maximum \$1,800)          |
| Traffic                               | Non-Residential \$400 +<br>\$5/acre (maximum \$1,500) | Non-Residential \$500 +<br>\$6/acre (maximum \$1,800) |

+ \$75  
 + 16%  


---

 + \$100  
 + 25%

## OTHER REVIEW FEES

| OTHER REVIEW FEES                                     |                                                                                |                                                     |         |                                                                                |                                |              |                        |
|-------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------------|---------|--------------------------------------------------------------------------------|--------------------------------|--------------|------------------------|
| RUD Plan Review (Fee is based on area plan acreage)   |                                                                                |                                                     |         |                                                                                |                                |              |                        |
| Traffic                                               | Current Fee                                                                    |                                                     |         | Proposed Fee                                                                   |                                |              |                        |
|                                                       | 25 Acres or Less                                                               | Greater than 25 Acres                               |         | 25 Acres or Less                                                               | Greater than 25 Acres          |              |                        |
|                                                       | \$650                                                                          | \$650 + \$7/acre over 25 acres                      |         | \$800                                                                          | \$800 + \$9/acre over 25 acres |              |                        |
| Phasing Plan Review (Fee is based on phases)          |                                                                                |                                                     |         |                                                                                |                                |              |                        |
| Traffic                                               | Current Fee                                                                    |                                                     |         | Proposed Fee                                                                   |                                |              |                        |
|                                                       | 5 Phases or Less                                                               | 6 - 15 Phases                                       |         | Greater than 15 Phases                                                         | 5 Phases or Less               | 6 -15 Phases | Greater than 15 Phases |
|                                                       | \$400                                                                          | \$575                                               |         | \$700                                                                          | \$500                          | \$650        | \$800                  |
| Planned Development Options (Fee is based on acreage) |                                                                                |                                                     |         |                                                                                |                                |              |                        |
| Traffic                                               | Current Fee                                                                    |                                                     |         | Proposed Fee                                                                   |                                |              |                        |
|                                                       | 50 Acres or Less                                                               | Greater than 50 Acres                               |         | 50 Acres or Less                                                               | Greater than 50 Acres          |              |                        |
|                                                       | \$250                                                                          | \$250                                               |         | \$300                                                                          | \$300                          |              |                        |
| Traffic Study Review                                  |                                                                                |                                                     |         |                                                                                |                                |              |                        |
| Traffic Meeting to scope traffic study                | Current Fee                                                                    |                                                     |         | Proposed Fee                                                                   |                                |              |                        |
|                                                       | \$500                                                                          |                                                     |         | \$600                                                                          |                                |              |                        |
|                                                       | 25 Acres or Less                                                               | Greater than 25 Acres                               |         | 25 Acres or Less                                                               | Greater than 25 Acres          |              |                        |
| Abbreviated Impact Assessment                         | \$650                                                                          |                                                     | \$750   |                                                                                |                                |              |                        |
| Full Impact Study                                     | \$1,500                                                                        | \$1,500 + \$10/acre over 25 acres (\$2,500 maximum) | \$1,700 | \$1,700 + \$12/acre over 25 acres (\$3,000 maximum)                            |                                |              |                        |
| Combined Preliminary & Final Site Plan Review         |                                                                                |                                                     |         |                                                                                |                                |              |                        |
| Traffic                                               | Current Fee                                                                    |                                                     |         | Proposed Fee                                                                   |                                |              |                        |
|                                                       | 70% of full rate for Preliminary and Final Review                              |                                                     |         | 70% of full rate for Preliminary + Final Review                                |                                |              |                        |
| Expedited Review Fee                                  |                                                                                |                                                     |         |                                                                                |                                |              |                        |
| Traffic                                               | Current Fee                                                                    |                                                     |         | Proposed Fee                                                                   |                                |              |                        |
|                                                       | \$100 if review requested to be due to city in fewer than 14 days from receipt |                                                     |         | \$125 if review requested to be due to city in fewer than 14 days from receipt |                                |              |                        |

+ \$100  
 + 20%

+ \$200  
 + 13%

## ADDITIONAL REVIEW / INSPECTION FEES

| Rezoning Review                            |                  |                       |  |                  |                       |
|--------------------------------------------|------------------|-----------------------|--|------------------|-----------------------|
| Traffic Review<br>(All Land Use Districts) | Current Fee      |                       |  | Proposed Fee     |                       |
|                                            | \$400            |                       |  | \$500            |                       |
|                                            | Current Fee      |                       |  | Proposed Fee     |                       |
|                                            | 25 Acres or Less | Greater than 25 Acres |  | 25 Acres or Less | Greater than 25 Acres |
| Shared Parking Study Review                | \$575            | \$700                 |  | \$650            | \$800                 |

+ \$100  
+ 14%.

|                                  | Current Fee     |                |                                | Proposed Fee    |                |                                 |
|----------------------------------|-----------------|----------------|--------------------------------|-----------------|----------------|---------------------------------|
|                                  | 5 Acres or Less | 5.1 - 20 Acres | Greater than 20 acres          | 5 Acres or Less | 5.1 - 20 Acres | Greater than 20 acres           |
| Traffic Control Signs & Markings | \$550           | \$650          | \$650 + \$8/acre over 20 acres | \$650           | \$800          | \$800 + \$10/acre over 20 acres |

+ \$100  
+ 14%

| Expedited Inspection Fee (less than 5 days) |                                                                    |  |                                                                                 |
|---------------------------------------------|--------------------------------------------------------------------|--|---------------------------------------------------------------------------------|
|                                             | Current Fee                                                        |  | Proposed Fee                                                                    |
| Traffic                                     | \$100 if inspection requested to be completed in fewer than 5 days |  | \$125 if inspection requested to be completed in fewer than 5 days from receipt |

| Traffic Sign Inspection Fee (Now proposed to include one (1) Initial Inspection and one (1) Follow Up Inspection) |             |  |              |
|-------------------------------------------------------------------------------------------------------------------|-------------|--|--------------|
|                                                                                                                   | Current Fee |  | Proposed Fee |
| Traffic Sign Inspection <=20                                                                                      | \$550       |  | \$1,200      |
| Traffic Sign Inspection > 20                                                                                      | \$650       |  | \$1,500      |

| Traffic Engineering Studies and Reports |             |  |              |
|-----------------------------------------|-------------|--|--------------|
|                                         | Current Fee |  | Proposed Fee |
| Hourly Fee                              | \$100       |  | \$150        |
| Rate for attending meetings*            | \$150       |  | \$180        |

\*includes departmental, Planning Commission, City Council, Traffic Safety Committee, public meetings, hearings, homeowner association, etc.

| TRAFFIC ENGINEERING SERVICES FOR DPW                    |             |  |              |
|---------------------------------------------------------|-------------|--|--------------|
|                                                         | Current Fee |  | Proposed Fee |
| Review of Intersection for Stop/Yield (includes report) | \$700       |  | \$850        |

### Include an Hourly Rate for Traffic Engineering Services only

We acknowledge receipt of the following Addendums: \_\_\_\_\_

#### Comments:

The proposed fees within the "Traffic Sign Inspection Fee" section include one (1) initial inspection and one (1) follow-up inspection. Inspections beyond these two (2) included inspections are proposed at \$650 per inspection for sites with 'Traffic Sign Inspection <= 20' and \$800 per inspection for sites with 'Traffic Sign Inspection > 20'.

#### Company Name:

AECOM Great Lakes, Inc.

#### Address:

39575 Lewis Dr Suite 400

#### City, State, Zip:

Novi, MI 48377

Phone: 616-443-6945

Fax:

#### Agents Name:

Sean Kelsch

#### Agents Signature:

*Sean Kelsch*

#### Date:

3/5/2026

**AECOM RESPONSE TO  
REQUEST FOR PROPOSALS  
(EXCERPT)**

---

# Firm Background

AECOM brings together diverse perspectives and trusted expertise — in all areas of infrastructure — to solve urgent, complex challenges for our clients around the world. Guided by our bold Sustainable Legacies strategy and our culture of digital innovation, we create opportunities that make infrastructure more sustainable, accessible and resilient. Safeguarding what's most important: people and our planet.

## AECOM's Commitment to Michigan

AECOM Great Lakes, Inc., a subsidiary of AECOM, stands as a globally recognized leader in infrastructure consulting and engineering services, consistently ranked among the top firms worldwide. Our deep commitment to Michigan is demonstrated through our robust local presence, with multiple offices across the state and a primary office located in Novi—the very community for which these services will be delivered. For more than 20 years, our Novi team has been a trusted partner to municipalities throughout Southeast Michigan, providing comprehensive engineering, planning, and consulting services that are specifically tailored to the unique needs and aspirations of Michigan's growing communities.

Our longstanding relationships with cities such as Novi, Ann Arbor, Detroit, and Grand Rapids exemplify our dedication to supporting Michigan's infrastructure and economic vitality. Furthermore, we have provided transportation design and consulting services to Oakland, Macomb, and Wayne Counties and the Michigan Department of Transportation (MDOT). We have successfully delivered hundreds of projects across the state, ranging from traffic engineering and transportation planning to water resources and environmental services.

Our staff are not only experts in their fields but are also active members of the Michigan engineering community, participating in local professional organizations, volunteering in STEM outreach, and engaging in initiatives that promote sustainable and resilient infrastructure.

By combining our global expertise with local knowledge and investment, AECOM Great Lakes, Inc. is uniquely positioned to deliver innovative solutions that help Michigan communities thrive—today and into the future.

### Primary Office Location:

39575 Lewis Drive Suite 400  
Novi, MI 48377

### Authorized Agent:

Sean Kelsch, PE  
Vice President  
616-443-6945  
sean.kelsch@aecom.com



Recognized with the Equality 100 Award by the Human Rights Campaign Foundation's Corporate Equality Index



Named by Ethisphere one of World's Most Ethical Companies for the eighth year



Ranked as a Military Friendly Employer 18 years in a row



Named TIME magazine's Best Companies for Future Leaders

## AECOM's Services

AECOM is committed to providing full professional services to meet Novi's specific traffic engineering consultant needs. Our firm offers professional planning, evaluation, design and construction services from a single source of project leadership and control. Clients gain the most when the professional project team is provided as an integrated single source.

Specific transportation services provided locally from our Novi office include:

### Transportation Services

- ▶ **Roads & Highways**
    - Regional & Urban Design
    - Transportation Planning
    - Travel Demand Modeling
    - Intersection Capacity Analysis
    - Traffic Control Analysis & Design
    - Environmental Impact Studies
    - Safety Studies & Traffic Crash Analysis
    - Drainage Studies
    - Transit: LRT & BRT Planning & Design
  - ▶ **Structures**
    - Retaining Wall Type Studies & Design
    - Condition Assessment
    - Geotechnical & Foundation Design
    - Fixed & Movable Bridge Design
    - Culverts & Waterfront Structures
    - Pedestrian/Bicycle Overpasses
    - Rail Structure Design
  - ▶ **Intelligent Transportation Systems (ITS)**
    - TMC Operations & Managed Lanes
    - ATMS Software Development &
- Integration
    - Active Traffic Demand Management
    - System Management, Operations & Maintenance
    - Advanced Signal Systems
    - Traffic Incident Management
    - Right-of-Way Planning
    - Value Analysis, Appraisal & Relocation
  - ▶ **Construction Services**
    - Construction Administration & Management
    - Estimating & Procurement
    - Surveying & Geotechnical
    - Quality Control Programs
    - Demolition & Removal
  - ▶ **Project Delivery**
    - Traditional Design-Bid-Build
    - Design-Build, Fastrack & CM at Risk
    - Program Management
    - Project Financing
    - Preconstruction, Budgeting & Scheduling
  - ▶ **Ridership Forecasting**
  - ▶ **Operations & Maintenance Planning**
  - ▶ **Economic Development**
  - ▶ **Commissioning, Handover & Operations Support**
  - ▶ **Program Management**
  - ▶ **Alternate Delivery**
  - ▶ **High Speed & intercity Rail**
  - ▶ **Fare Collection Systems**
  - ▶ **Alternative Alignment**
  - ▶ **Mode Analysis**
  - ▶ **Guest Applications**
  - ▶ **Procurement**
  - ▶ **Environmental Analysis, Design & Approvals**

- ▶ **Comprehensive, Multidisciplinary Rail Engineering Design**
- ▶ **Construction Management**
- ▶ **Urban Planning**
- ▶ **Corridor Planning**
- ▶ **Station & Facilities Architecture**
- ▶ **Civil Earthworks**
- ▶ **Rail/Highway Grade Separation Design**
- ▶ **Rail Bridges, Culverts & Viaducts**
- ▶ **Maintenance Facility Design**
- ▶ **Noise & Air Quality Impact Analysis & Mitigation Design**
- ▶ **Signaling, Train Control & Communication Systems Design & Integration**
- ▶ **Power Supply & Electric Traction System Design**
- ▶ **Rollingstock Advisory Services & Procurement**
- ▶ **Facilities & Asset Management**
- ▶ **Freight Intermodal Terminals & Yards**
- ▶ **Transportation System Integration of Rail with Roads, Ports & Airports**



# Project Understanding & Approach

## Introduction

The City of Novi is a dynamic community with a variety of residential, business, and entertainment opportunities incorporated over several decades through strategic growth decisions. The City's Community Development team demonstrates a commitment to continuously enhancing and diversifying Novi's offerings to meet the changing needs of the community and positioning it for long-term success. This success heavily relies upon the safety and efficiency of the transportation facilities throughout the city. Building upon our past 12 years serving as the City's traffic engineering consultant, AECOM will continue to deliver services that align with Community Development goals and promote a transportation network that is compliant with local and national standards while effectively connecting people and places.

Our team, led by **Saumil Shah, PE, PMP**, offers local engineers and planners with diverse traffic engineering experiences from southeast Michigan, the nation, and around the world. Our unmatched familiarity with City of Novi processes, our established working relationships with City staff, and our proven approaches enable us to respond to as-needed requests quickly and effectively.

AECOM's understanding of the potential services that may be provided under this contract include:

- ▶ Reviewing site plans for traffic related components to verify compliance with applicable City codes, master planning documents, design standards, and engineering manuals.
- ▶ Delivering traffic-related inspection services, including signing, pavement markings, traffic-related dimensions, and non-motorized facilities.

- ▶ Participation in meetings such as the Novi Traffic Safety Committee, development reviews, public hearings, and other sessions as coordinated by City staff.
- ▶ Conducting traffic studies such as speed studies, traffic control evaluations, signal warrant analyses, parking assessments, safety studies, or grant support. These will be scoped individually and completed based on the City's specific needs.
- ▶ Providing expert testimony, when needed, to support the City in ordinance enforcement or litigation matters.

**AECOM will align our services with the City's Site Plan and Development Manual, Code of Ordinances, Zoning Ordinance, Active Mobility Plan, Master Plan, and Non-Motorized Master Plan.**

Between **2022** and **2026**, AECOM has delivered the following traffic engineering consultant services to the City of Novi.



**285+**

Site Plans  
Reviewed



**18**

Traffic Impact Studies  
Reviewed



**75+**

Development Sites  
Inspected



**2**

Speed Studies  
Prepared



**4**

Traffic Engineering  
Studies

**FIGURE 1: AECOM's traffic engineering consultant services delivered to the City of Novi since 2022.**

## Project Approach

The City of Novi relies on efficient, cost-effective traffic engineering consultant services, and AECOM is committed to ongoing collaboration to deliver them. We have refined our internal processes over years of working with Novi, developing structured workflows, standardized tools, and detailed checklists that enable predictable and streamlined delivery. Every submittal undergoes at least one round of formal quality control prior to reaching the City, delivering clarity, accuracy, and consistency.

## Project Management

Our project manager, **Saumil Shah, PE, PMP**, will continue to serve as the primary point of contact and oversee all project activities. With extensive traffic engineering project management experience, including for the City of Novi and other local agencies, Saumil is well-versed in the logistics of delivering concurrent, multi-phase tasks. He will align AECOM's proven approaches with the City's requirements and expectations, guiding our team to deliver services that support community growth and promote safe and efficient traffic operations.

## Task Management

Understanding the on-demand nature of this contract, our team is prepared to rapidly mobilize resources to support task delivery. Saumil will assemble appropriately scaled teams to match task schedule, budget, and expectations. Our flexible staffing approach and deep bench enable us to pivot quickly based on task complexity and priority.

**Resource Allocation.** AECOM offers a multi-disciplinary team that can be scaled to meet the specific needs of each task. Junior and mid-level engineers are intentionally paired with senior staff to promote knowledge transfer while maintaining quality and efficiency. This structure supports workforce development while allowing us to align with City expectations.

**Project Schedules.** AECOM understands how our service timelines impact the City's broader project delivery schedules and is committed to delivering our services in alignment with the agreed upon schedules for each task.

For site plan reviews and related efforts, we will adhere to the deliverable schedules outlined in Article III of the executed contract.

For other assignments, we will develop detailed schedules highlighting milestones, deliverables, and deadlines. We also hold regular check-ins to help our team stay ahead of challenges and continuously improve workflows.

**Communication.** Our team values transparent, consistent communication. We will participate in recurring client meetings and hold task kickoff and progress meetings in coordination with the City. These meetings help align expectations and verify that scope, schedule, deliverables, and expectations remain clear.

## Budget Control

AECOM has consistently demonstrated strong budget discipline in delivering traffic engineering services for the City. Under the current contract, all work has been completed within the agreed-upon budgets, without requests for additional funding or amendments. Our team



*FIGURE 2: AECOM's project management approach delivers impactful benefits throughout the entire project.*

carefully manages scope, prioritizes efficiency, and leverages standardized tools and processes to deliver reviews and studies within the predefined budget. This track record reflects our commitment to budget and our understanding of the City's expectations for the tasks. The City can continue to rely on AECOM to provide impactful services while maintaining strict adherence to the established budget.

## Collaboration

Our approach emphasizes responsiveness, accountability, and a collaborative spirit across our team, the City, and stakeholders. By combining technical depth with a proactive management style, AECOM will support the City in providing safer, more efficient, and innovative traffic engineering services. We value our long-term partnership with the City and are committed to delivering work that supports the City's safety and mobility goals.

## Site Plan Reviews

One primary service of this contract, providing site plan reviews, demands both speed and accuracy. AECOM has established a well-defined process that supports timely reviews while maintaining technical integrity. This process, illustrated in Figure 3, helps provide the City with thorough reviews, coordinated feedback, and deliverables within the required schedules and budget expectations.

Since 2014, AECOM has served as the City of Novi's traffic engineering consultant, building a strong understanding of the City's expectations, standards, and development objectives. Over the years, we have provided nearly 1,000 concept, pre-application, preliminary, and final site plan reviews and inspections.

This experience has allowed our team to understand the level of detail required at each stage of the review process and refine our approach to align with the City's evolving priorities.

As development trends and community needs shift, we will continue to support the City in adapting its processes. For instance, as



FIGURE 3: AECOM's approach to site plan reviews.

electric vehicle (EV) infrastructure has become more prevalent, we worked with the City to establish consistent standards for EV charging stations, including signage and pavement markings compliant with the Michigan Manual on Uniform Traffic Control Devices (MMUTCD) requirements. These types of enhancements reflect our commitment to supporting Novi's forward looking approach to site development. We will continue to maintain and refine our site plan review checklist and letter template (See Attachment A) so that they align with current ordinances, state and national requirements, and the City's objectives for community development, further enabling us to deliver thorough and consistent services.

**Our methodology is centered on functioning as an extension of City staff, maintaining open communication, providing timely and coordinated reviews, and aligning comments across disciplines before they are delivered to applicants. We have developed strong working relationships with both planning and engineering staff, and we remain committed to continuing that collaboration to support the City's development goals.**

## Inspection Services

The City follows a comprehensive process for granting final acceptance of development projects. This process includes coordinated inspections across multiple disciplines to confirm that all elements of the project have been constructed in accordance with approved plans and applicable standards before a Certificate of Occupancy (C of O) is issued. As part of this effort, the traffic engineering consultant conducts inspections related to traffic control devices, pavement markings, and other traffic circulation features.

AECOM has extensive familiarity with the City's ordinances, standard details, and expectations, as well as the MMUTCD, Americans with Disabilities Act (ADA) guidelines, and other regulatory references that govern site development. This knowledge has enabled us to consistently provide accurate and efficient inspections on behalf of the City.

When the City requests an inspection, AECOM staff coordinates directly with the developer or designated contact to verify that all traffic related components are in place. In our experience, developers often request inspections before installations are fully complete in an effort to meet desired occupancy timelines. By confirming the readiness of the site beforehand, we help minimize unnecessary reinspections and reduce associated delays and costs.

During the site visit, our inspector evaluates signs for size, color, reflectivity, conformance with MMUTCD criteria, post structure, mounting height, and placement. Pavement markings are



**FIGURE 4:** During site inspections, AECOM verifies the placement and dimensions of signing, pavement markings, and other traffic related components.

checked for consistency with the approved plans and applicable standards. Other site features such as bike racks, curb heights, sidewalk widths, and other geometric layouts are also checked to verify that construction matches the intended design.

Following the inspection, AECOM prepares a detailed report with photographic evidence outlining compliant elements and any deficiencies that require correction. When appropriate, we may recommend conditional approval and allow the developer to submit photographic verification once minor corrections are made, avoiding the need for a full reinspection. This approach has proven effective in past assignments and has been appreciated by both City staff and developers for its efficiency.

Once all items meet City standards, AECOM provides a recommendation for final approval of the traffic related components of the site.

## Traffic Studies

The City of Novi requires traffic engineering support on an as-needed basis to evaluate specific issues or emerging conditions within the city's transportation network. In response to such requests, AECOM will work with the City to develop a scope that meets project goals and provide a thorough analysis of the study area to ultimately deliver feasible mitigation or improvement options for the City's consideration.

AECOM offers extensive experience in conducting a wide range of traffic studies, supported by a multidisciplinary team within our Michigan offices. Our staff brings expertise from engineering, planning, and various technical fields, allowing us to tailor our approach to the unique needs of each task. This broad skill base, combined with access to national and global subject matter experts (SME), enables us to respond efficiently to requests, meet schedules, and stay within budget.

Our proximity to Novi through AECOM's Novi office contributes to quicker mobilization and cost-effective field visits. As part of one of the world's largest engineering firms, we have direct access to advanced data collection tools and technologies. This allows us to gather traffic volumes, pedestrian activity, vehicle speeds and headways, travel time data, crash information, and other key metrics while reducing overall costs for the City.

Over the past several years, AECOM has completed a variety of traffic engineering studies for Novi, addressing topics such as:

- ▶ Speed limit studies supporting Traffic Control Orders (TCO)
- ▶ Traffic calming strategies such as the speed table at City Civic Center
- ▶ Signal phasing optimization such as Novi High School arrival and departure special timing
- ▶ Signal warrant analyses
- ▶ Pedestrian and non motorized safety
- ▶ Residential traffic control
- ▶ Parking assessments
- ▶ Site circulation and operational reviews

Each study is supported by AECOM's established QA/QC procedures, which include independent technical reviews and oversight by discipline leads and project management staff. This ensures that all deliverables are accurate, clear, and aligned with City requirements.

Throughout the study process, we collaborate closely with the City's engineering team to interpret results, refine recommendations, and develop practical solutions that support community priorities. We also identify any additional issues or emerging concerns observed during the analysis and communicate them proactively so the City can plan for future needs.



**FIGURE 5: AECOM completed the Novi Campus Access Study in 2024 which provided the City with insights and mitigation recommendations for improving traffic operations within and around Novi High School, the Novi Community Library, the Novi Civic Center, and the Novi Police Department campuses.**

## Meeting Attendance and Representation

The selected traffic engineering consultant works closely with the City's community development staff and often operates as an extension of the internal team. Consistent communication is essential to maintaining alignment on active development projects, which is why the City has established bi-weekly coordination meetings with staff and consultants. These meetings promote a continuous exchange of information and help all parties stay informed on project updates and citywide development activity. AECOM will continue to participate in these sessions and remain engaged with City staff.

The community development process in Novi is closely connected to both the Planning Commission and City Council, as many projects require approval from one or both bodies before construction can proceed. When a proposed development is anticipated to have transportation-related impacts, the traffic engineering consultant may be asked to attend these public meetings to address questions and provide technical insight. With a team that is collectively familiar with each project under review, AECOM is well-equipped to provide representation at Planning Commission and City Council meetings whenever requested. Prior to these meetings, we coordinate with City staff to understand any concerns that may arise and determine whether supplemental analysis or materials are needed to support the discussion.

Occasionally, specific developments or community concerns may warrant more detailed dialogue regarding traffic operations or safety. In such cases, the City may request the consultant's attendance at developer meetings, public forums, hearings, homeowners' association meetings, or other specialized sessions. AECOM will continue to work with the City to determine when our participation is appropriate and will provide knowledgeable, professional representation at these events.

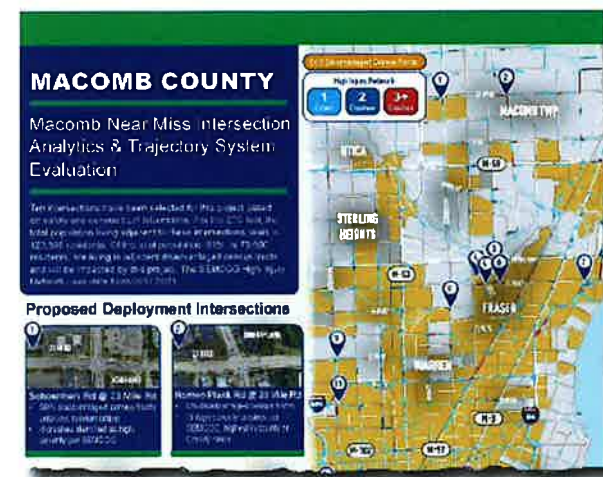
Additionally, AECOM is prepared to provide expert court testimony to support the City in matters related to ordinance enforcement or litigation matters, when requested by City staff.

## Grant Writing Services

AECOM offers a highly experienced grant writing team that has successfully assisted clients, including the Southeast Michigan Council of Governments (SEMCOG), MDOT, the City of Detroit, and Macomb County, in securing billions of dollars in federal and state discretionary grants. Our expertise covers the entire grant process: from developing strategic funding approaches and preparing competitive applications (with all required supplementary materials), to administering and closing out awarded grants. We are well-versed in the requirements of major programs such as the Highway Safety Improvement Program (HSIP), Congestion Mitigation and Air Quality (CMAQ), Transportation Alternatives Program (TAP), and the Carbon Reduction Program (CRP), as well as numerous federal grant opportunities.

Our proven process is adaptable to the unique needs of each grant program, and our work has been consistently recognized by federal program managers and economists.

For the City of Novi, AECOM will leverage this expertise to support grant applications for safety and CMAQ funding opportunities. Our team will work closely with the City to address gaps in project scope or data and develop applications that are compelling and meet all program requirements. We provide comprehensive support from drafting detailed narratives and technical analyses to preparing maps and graphics. With our deep experience and innovative tools, AECOM is committed to helping Novi secure the funding needed to advance its key initiatives.



**FIGURE 6: AECOM supported the Macomb County Department of Roads to develop a successful Safe Streets and Roads for All grant application for evaluating the effectiveness of near miss technologies at select intersections within the county. AECOM was then awarded a contract to oversee the \$2.5 million project.**

## Quality Assurance/ Quality Control

AECOM's proven quality management system (QMS) is certified to the internationally renowned ISO 9001:2015 standard yet remains flexible for specific requirements of each project. Quality management is central to our project management approach, is applied on every project, and team members are assigned specific quality roles as tasks are authorized. General components of our quality management and assurance process are depicted in Figure 4.

To demonstrate how we maintain the quality of this contract, we offer a few specific measures that we will take across the service areas from our technical approach.

### Site Plan Review QA/QC

AECOM is committed to continually refining and improving the site plan review process to provide consistency, clarity, and ease of use for both City staff and applicants. Our current approach, which has been successfully implemented and well received over the past four years, helps clearly identify whether standards are met, unmet, or require additional information, while also communicating when waivers or variances may be appropriate.

To support this consistency, we use well-structured templates, checklists, and guidance materials that bring transparency and efficiency to every review. These tools promote uniform evaluations of ordinance compliance and foster ongoing process improvement as the City's

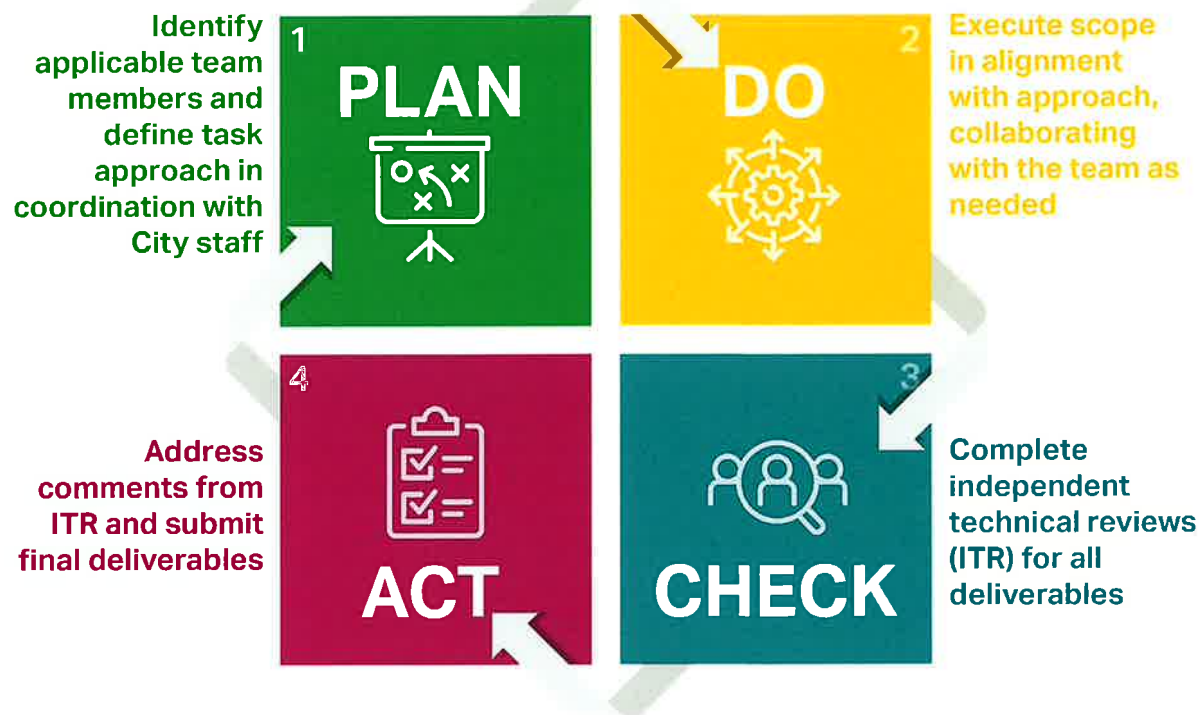


FIGURE 7: AECOM maintains an interactive QA/QC process that starts at task initiation and ends at project closure.

needs evolve.

As a national leader in transportation engineering, AECOM draws from a broad base of experience and best practices to enhance the quality and depth of our reviews. The project team proposed for this contract includes professionals with extensive expertise in ordinance interpretation, technical standards, and the full range of manuals and criteria utilized by the City of Novi. This experience enables us to provide comprehensive, accurate, and forward-thinking review services that align with the City's expectations.

### Traffic Count and Trip Calculations QA/QC

Data collection and calculations are foundational to quality traffic engineering work, and AECOM has established procedures to deliver both precision and consistency. To maintain data integrity, we utilize Miovision videobased traffic counting systems, which allow for manual review whenever atypical patterns are detected.

AECOM employs standardized templates that outline each step of the mathematical or

statistical process. These templates help reduce common calculation errors and support uniform application of analytical methods across staff members. In addition, all calculations undergo independent verification: a second team member replicates or validates the computation to confirm results and ensure accuracy.

## **Traffic Studies QA/QC**

AECOM maintains rigorous quality control procedures for the use of MDOT and FHWA methodologies, tools, and traffic analysis models. Our team follows structured protocols to verify that assumptions and subjective interpretations of state and federal tool outputs are applied correctly. These procedures cover a wide range of analytical resources commonly used in traffic engineering, including Stop and Signal Warrant analyses, Safety and TOR

analyses, Cost/Benefit assessments, CO3, ICE, CAPX, IHSDM, and other MDOT/FHWA supported tools. For each tool, our staff adheres to established workflows for preparing inputs, running analyses, and validating outputs through independent checks.

For traffic operations and optimization studies, SYNCHRO and VISSIM remain among our most frequently used modeling platforms. AECOM recognizes that model setup, particularly the creation of inputs and network coding, is one of the most common sources of human error. To minimize these issues, we have standardized the modeling process through the use of templates and input guidance that eliminate routine errors before they occur. This further delivers consistent assumptions, parameters, and input data across reviewers and over the life of the project.

Every model undergoes a structured QA/QC review performed by personnel who were not involved in developing the original model. This review includes verifying coding accuracy, evaluating parameter settings, checking calibration results against field data, and reviewing performance outputs for reasonableness. Our model checklists guide this review process to verify that no key steps are overlooked, resulting in models that are both technically sound and defensible.

By combining standardized workflows, advanced modeling tools, and independent technical reviews, AECOM delivers operational analyses, safety assessments, and optimization studies to Novi with reliable information that can confidently support decision making.

“

Much appreciation to all of you for another round of [private development] reviews. Well done highlighting the non-response to previous comments. That is something our team, as well as other City reviewers, have felt compelled to highlight more clearly, especially with reviews that go multiple rounds. Lastly: I appreciate the additional context, and will take into consideration if/how those need to be communicated through the review process. Thank you again! ”

- Cyrus Naheedy, PE, RSP<sub>1</sub>  
Transportation Engineer  
City of Ann Arbor