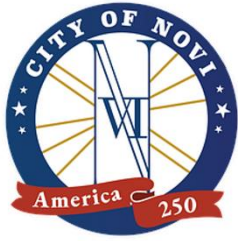


# MEMORANDUM



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

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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)**

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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 (maximum \$1,500)	\$550 + \$6/lot or unit (Maximum \$1,800)
Traffic	Non-Residential \$400 + \$5/acre (maximum \$1,500)	Non-Residential \$500 + \$6/acre (maximum \$1800)

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

+\$75  
+ 16%  
-----  
+\$100  
+ 25%

**OTHER REVIEW FEES**

RUD Plan Review (Fee is based on area plan acreage)						
	Current Fee			Proposed Fee		
Traffic	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)						
	Current Fee			Proposed Fee		
Traffic	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)						
	Current Fee			Proposed Fee		
Traffic	50 Acres or Less	Greater than 50 Acres		50 Acres or Less	Greater than 50 Acres	
	\$250	\$250		\$300	\$300	
Traffic Study Review						
	Current Fee			Proposed Fee		
Traffic Meeting to scope traffic study	\$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						
	Current Fee			Proposed Fee		
Traffic	70% of full rate for Preliminary and Final Review			70% of full rate for Preliminary + Final Review		
Expedited Review Fee						
	Current Fee			Proposed Fee		
Traffic	\$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						
	Current Fee			Proposed Fee		
Traffic Review (All Land Use Districts)	\$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	<b>\$700</b>		\$650	<b>\$800</b>	
	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
Traffic	\$100 if inspection requested to be completed in fewer than 5 days
	Proposed Fee
	\$125 if inspection requested to be completed in fewer than 5 days from receipt

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

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

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

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

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# 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



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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.



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.

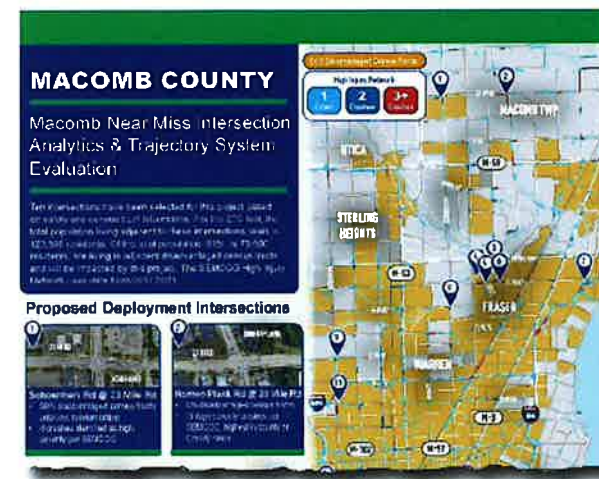
Additionally, AECOM is prepared to provide expert court testimony to support the City in matters related to ordinance enforcement or litigation matters, when requested by City staff.

## 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 as 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