

# **Budget Summary 2018-2019**

**One Year ending 9/30/19**

**Quality Life Through Good Roads  
Road Commission for Oakland County  
We Care**

**As Presented  
August 23, 2018**



ROAD COMMISSION FOR OAKLAND COUNTY  
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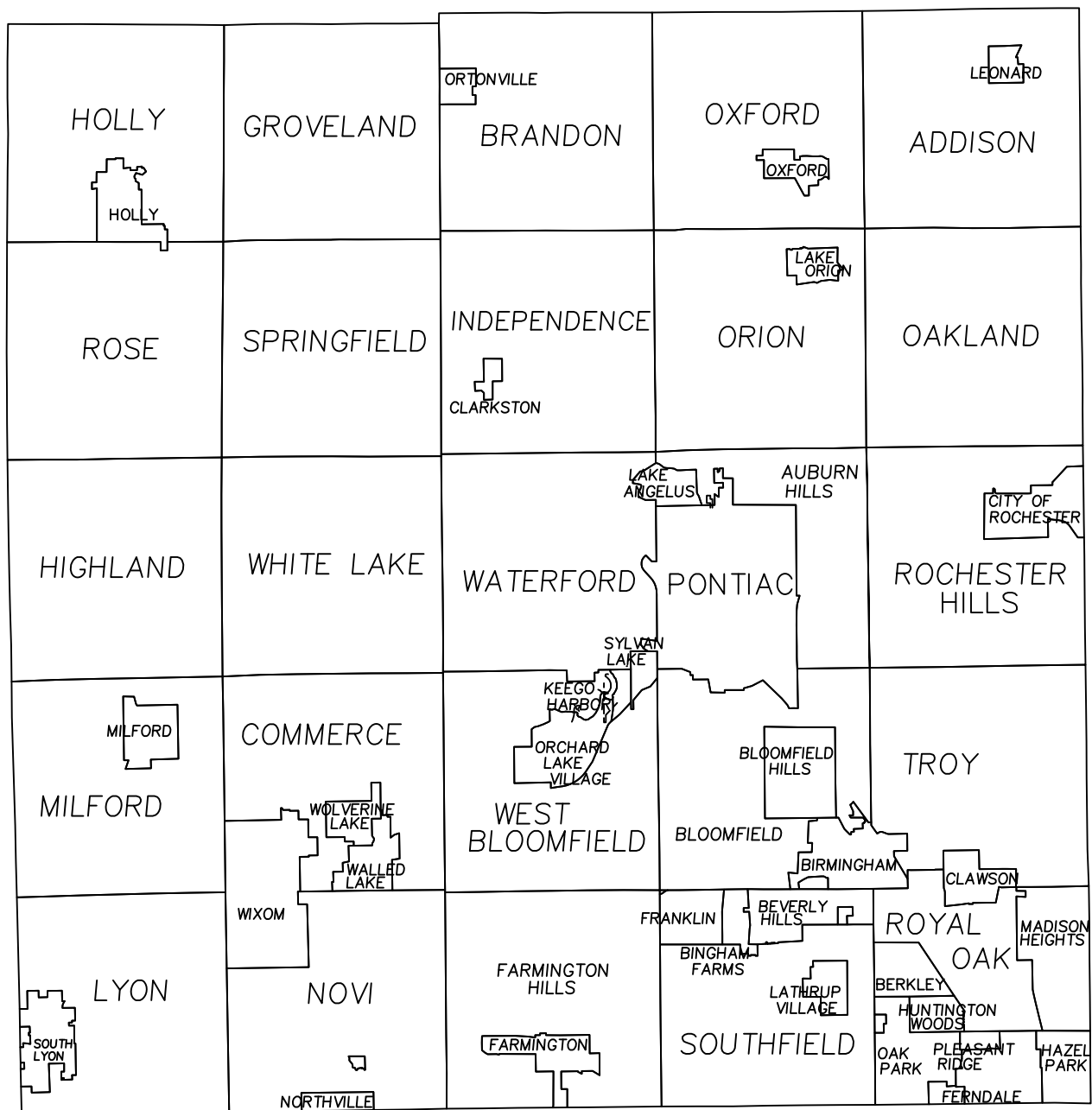
Web Site [www.rcocweb.org](http://www.rcocweb.org)

Eric S. Wilson  
 Chairman, Board of County Road Commissioners

Gregory C. Jamian  
 Vice-Chairman

Ronald J. Fowkes  
 Commissioner

Dennis G. Kolar  
 Managing Director



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**COPY OF RESOLUTION ADOPTED BY THE BOARD  
OF COUNTY ROAD COMMISSIONERS OF THE  
COUNTY OF OAKLAND, STATE OF MICHIGAN  
UNDER DATE OF**

**RESOLVED**, that the revenue of the Road Commission for Oakland County Road Fund for Fiscal Year ending September 30, 2019 is estimated to be \$155,250,330. This amount is hereby budgeted and appropriated for Fiscal Year 2018/19 in the amount of \$155,250,330 to service the Operating, Road Improvement Program, and Traffic Signal Projects expenditures of the Road Commission for Oakland County.

| <u>Revenue</u>   | <u>2018/19 Fiscal Year</u><br><u>Appropriation</u> |
|--|--|
| Fuel and Vehicle Taxes                                     | \$102,424,330                                      |
| Other Federal & State Revenue                              | 33,425,000   |
| Revenue from Local Government                              | 16,812,500   |
| Fees and Other Revenue                                     | <u>2,588,500</u>                                   |
| <b>Total Revenue</b>                                       | <b>\$155,250,330</b>                               |
| Appropriation from Fund Balance                            | <u>0</u>   |
| <b>Total Revenue &amp; Appropriation from Fund Balance</b> | <b>\$155,250,330</b>                               |

**FURTHER RESOLVED**, that \$155,250,330 of anticipated revenue is hereby appropriated for the following purposes:

| <u>Operating Expenditures</u>       | <u>2018/19 Fiscal Year</u><br><u>Appropriation</u> |
|-------------------------------------|--|
| Board of Road Commissioners         | \$178,295  |
| Managing Director                   | 873,344  |
| Customer Services                   | 1,355,718  |
| Finance                             | 1,042,138  |
| Legal                               | 659,222  |
| Central Operations                  | 11,573,303   |
| Human Resources                     | 1,427,609  |
| Engineering                         | 5,280,959  |
| Planning & Environmental Concerns   | 2,256,990  |
| Traffic-Safety                      | 13,610,326   |
| Highway Maintenance                 | 38,477,253   |
| Non-Departmental                    | <u>27,773,867</u>                                  |
| <b>Total Operating Expenditures</b> | <b>\$104,509,024</b>                               |
| Road Improvement Program            | 47,666,306   |
| Traffic Signal Projects             | <u>3,075,000</u>                                   |
| <b>Total Expenditures</b>           | <b>\$155,250,330</b>                               |

The budget appropriation for the Road Improvement Program for Fiscal Year ending September 30, 2019 is as follows:

| <u>2018/19 Road Improvement Program</u>       | <u>Budget</u>        | <u>2018/19</u><br><u>Road Improvement</u> |
|---|----------------------|---|
|   | <u>Appropriation</u> | <u>Program</u>                            |
| Safety Intersections                          | 5,041,306            | 5,461,306                                 |
| Pavement                                      | 9,315,000            | 10,185,000                                |
| Bridge Maintenance and/or Replacement         | 3,565,000            | 4,065,000                                 |
| Culverts                                      | 3,670,000            | 4,480,000                                 |
| Paved Gravel Roads                            | 6,400,000            | 7,125,000                                 |
| Tri-Party                                     | 5,450,000            | 6,000,000                                 |
| Other   | <u>475,000</u>       | <u>505,000</u>                            |
| <b>Subtotal</b>                               | <b>\$33,916,306</b>  | <b>\$37,821,306</b>                       |
| <br>  |                      |   |
| <b><u>2018/19 Completion of 2017/18</u></b>   |                      |   |
| <b><u>Projects in Progress</u></b>            |                      |   |
| Widenings                                     | \$11,750,000         | \$12,650,000                              |
| Prior Years Contractor Payments               | \$2,000,000          | \$2,000,000                               |
| <b>Subtotal</b>                               | <b>\$13,750,000</b>  | <b>\$14,650,000</b>                       |
| <br>  |                      |   |
| <b>Total 2018/19 Road Improvement Program</b> | <b>\$47,666,306</b>  | <b>\$52,471,306</b>                       |

**FURTHER RESOLVED**, that no department, division, district, employee or official shall expend any funds or obligate the expenditure of any funds except pursuant to appropriations made by the Board of County Road Commissioners. Changes in the amounts appropriated by the Board shall require approval by the Board of County Road Commissioners.

**FURTHER RESOLVED**, that Budget Exhibits A-1 through A-7 of the 2018/19 Budget document are hereby adopted. Transfer of appropriations from one object of expenditure to another, within a department, may be made upon the written authorization of the Managing Director; however, no transfers shall be made between departments without approval by the Board of County Road Commissioners.

**FURTHER RESOLVED**, that the number of authorized positions (Budget Exhibit A-7) shall not be changed without approval by the Board of County Road Commissioners. New employees may be hired to fill vacant budgeted positions in lesser paid classifications upon written authorization by the Managing Director.

**BE IT FURTHER RESOLVED**, that the amount appropriated for overtime and seasonal salaries (Budget Exhibit A-5) may not be changed without approval by the Board of County Road Commissioners.

**BE IT FURTHER RESOLVED**, that the amount and quantities appropriated for capital outlay (See Detail of Capital Outlay) may not be changed without approval by the Board of County Road Commissioners.

**BE IT FURTHER RESOLVED**, that the Managing Director is hereby charged with general supervision of the execution of the Budget adopted by the Board and shall hold the department directors responsible for performance of their responsibilities within the amounts appropriated by the Board of County Road Commissioners.

I hereby certify that the above is a true and correct Copy of a resolution adopted by the Board of County Road Commissioners of the County of Oakland, State of Michigan, under date of

---

Shannon J. Miller  
Deputy-Secretary/Clerk of the Board

**COPY OF RESOLUTION ADOPTED BY THE BOARD  
OF COUNTY ROAD COMMISSIONERS OF THE  
COUNTY OF OAKLAND, STATE OF MICHIGAN  
UNDER DATE OF**

**SPECIAL ASSESSMENT FUND**

**RESOLVED**, that the total revenue for the Road Commission for Oakland County Special Assessment Fund for Fiscal Year ending September 30, 2019 is estimated to be \$3,475,000. This amount is hereby budgeted and appropriated for the fiscal year 2018/19 to service the Special Assessment Fund expenditures of the Road Commission for Oakland County.

| <u>Revenue</u>                              | <u>2018/19 Fiscal Year<br/>Appropriation</u> |
|---|--|
| Revenue from Special Assessment Rolls       | \$3,200,000                                  |
| Road Fund Contributions Net Underassessment | 25,000                                       |
| Interest on Assessment Rolls                | 200,000                                      |
| Interest on Investments                     | 50,000                                       |
| Proceeds from Note Issue                    | 0  |
| <b>Total Revenue</b>                        | <b>\$3,475,000</b>                           |

**FURTHER RESOLVED**, that the \$3,475,000 of anticipated revenue is hereby appropriated for the following purposes:

| <u>Operating Expenditures</u>                                 | <u>2018/19 Fiscal Year<br/>Appropriation</u> |
|---|--|
| Contractor Payments   | \$4,200,000                                  |
| Engineering and Administration                                | 600,000                                      |
| Principal Payment on Debt                                     | 0  |
| Interest on Debt  | 0  |
| Refund of Overassessments to Participants (net)               | 50,000                                       |
| Note Payment Fees and Issue Costs                             | 1,000  |
| <b>Total Expenditures</b>                                     | <b>\$4,851,000</b>                           |
| Appropriation to /(from) Fund Balance                         | <u>(1,376,000)</u>                           |
| <b>Total Expenditures &amp; Appropriation to Fund Balance</b> | <b>\$3,475,000</b>                           |

I hereby certify that the above is a true and correct Copy of a resolution adopted by the Board of County Road Commissioners of the County of Oakland, State of Michigan, under date of

---

Shannon J. Miller  
Deputy-Secretary/Clerk of the Board



August 2018

Board of Road Commissioners  
Road Commission for Oakland County  
31001 Lahser Road  
Beverly Hills, Michigan 48025

**Board of Road Commissioners**

**Ronald J. Fowkes**  
Commissioner

**Gregory C. Jamian**  
Commissioner

**Eric S. Wilson**  
Commissioner

**Dennis G. Kolar, P.E.**  
Managing Director

**Gary Piotrowicz, P.E., P.T.O.E.**  
Deputy Managing Director  
County Highway Engineer

Dear Commissioners:

Enclosed is the proposed Road Commission for Oakland County (RCOC) fiscal year 2018/19 budget for your review and adoption.

This proposed fiscal year budget, excluding SAD, totals \$155.3 million, representing an increase of \$8.4 million from the \$146.9 million previous year budget document. The fiscal year 2018/19 budget is comprised of \$104.5 million operating expenses, along with \$52.5 million Road Improvement Program (RIP) and \$3.9 million Traffic Signal projects' contractor payments, right-of-way acquisitions, materials, and professional services. Additionally, the budget for the Special Assessment District (SAD) Program's contractor payments, engineering and administration is \$4.8 million.

The changes from the previous fiscal year budget document are as follows:

- \$10.6 million increase in Operating Expenses
- \$2.0 million decrease in the RIP
- \$200,000 decrease in Traffic Signal activity
- 30 additional employees

The latest Michigan Department of Treasury Consensus Revenue Forecast for fiscal year 2018/19 projects a combined increase in MTF state-collected fuel taxes and vehicle registration fees of 16.2% over the previous year budget document. This is due to increases effective January 1, 2017, of 20% in vehicle registration fees, 11.3 cents per gallon in diesel taxes and 7.3 cents per gallon in gasoline taxes.

As is the case every year, the largest share of revenue, \$102.4 million, in this proposed fiscal year budget document comes from the state-collected fuel tax and vehicle registration fees. The next largest portion of \$33.4 million comes from federal sources and other state sources, including the funds the RCOC receives from the state for maintaining the state trunk lines and revenue generated by the RIP. Revenue from local governments adds \$16.8 million to the budget, while fees and other revenue, such as interest earned and permit fees, account for \$2.6 million. Due to the \$14.3 million increase in the fuel and vehicle revenues, no appropriation from Fund Balance is required.

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August 2018  
Board of Road Commissioners  
Road Commission for Oakland County  
Page Two

The selection of expenditures identified in the fiscal year 2018/19 budget was guided by the following points:

- Continued level of highest possible safety-related road maintenance service provided to the residents and motorists using county roads in Oakland County.
- Maximum leveraging of all available federal and state funds through aggressively matching with other agencies and developers.
- Prioritizing replacement of road equipment.
- Continued aggressive efforts to contain costs, especially in the areas of health care, risk management, and privatization, where appropriate.

This budget allows the RCOC to provide services in the most effective manner given the resources available. The capital outlay budget includes \$8.1 million for replacement of a small portion of the aging fleet of large equipment and vehicles. Included in the maintenance budget is \$11.3 million of asphalt preservation overlay/spot resurfacing and concrete repair roadwork that the RCOC performs at 100 percent RCOC cost.

Summary Table 2 shows recommended departmental appropriations compared with past fiscal year expenditures and budgets. In addition, some highlights of the proposed expenditures include:

- \$12.7 million for safety road widening
- \$10.2 million for major (RRR) resurfacing
- \$ 6.0 million for tri-party program
- \$ 7.1 million for paved gravel
- \$ 5.5 million for safety intersections
- \$ 4.5 million for culverts
- \$ 4.1 million for bridge maintenance/replacement

Please contact me with any questions.

Sincerely,

Dennis G. Kolar, P.E.  
Managing Director  
Enclosure

COPY OF RESOLUTION ADOPTED BY THE  
BOARD OF COUNTY ROAD COMMISSIONERS  
FOR OAKLAND COUNTY, MICHIGAN UNDER  
DATE OF JULY 12, 2018


WHEREAS, PA 1963, 2<sup>nd</sup> EX. SESS. No. 43, as amended, MCL 141.411 et seq, requires a Public Hearing on the proposed Road Commission Budget; and

WHEREAS, the Managing Director has prepared a proposed 2018-19 Budget and proposed 2018-19 Primary and Local Road Improvement Program for the Fiscal Year ending September 30, 2019.

NOW, THEREFORE BE IT RESOLVED, that the Road Commissioners hereby give notice of a Public Hearing to be held at 6:30 p.m. on Thursday, August 23, 2018, at the Oakland County Court House Auditorium, 1200 N. Telegraph Road, Pontiac, Michigan 48341, for the purpose of presenting the Road Commission's proposed 2018-19 Budget and proposed 2018-19 Primary and Local Road Improvement Program, and providing an opportunity to all interested citizens and elected officials of Oakland County to present comments thereon prior to adoption by the Board of Road Commissioners.

BE IT FURTHER RESOLVED that the publication of the Notice of Public Hearing is hereby authorized.

I hereby certify that the above is a true and correct copy of a resolution adopted by the Board of County Road Commissioners for Oakland County, State of Michigan, under the date of July 12, 2018

  
Shannon J. Miller  
Deputy-Secretary/Clerk of the Board



Inter-Departmental Memorandum

MANAGING DIRECTORS' OFFICE

DATE: March 1, 2018

To: RCOC Department Directors

FROM: Dennis G. Kolar 

SUBJECT: **FY2018/19 DEPARTMENTAL BUDGET REQUESTS**

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Forms for departmental budget requests for FY2018/19 will be emailed to you, and the attached schedule of dates must be met so that the recommended budget for the next fiscal year, beginning October 1, 2018, can be presented to the Board of Road Commissioners on August 23, 2018.

Please note the following in preparing your submissions. Each of these should be addressed individually in the cover memo with your submission.

1. Safety continues to be the number one priority at RCOC. Indicate how your budget addresses safety for both the road network and for our employees.
2. All requests for capital expenditures of \$25,000 or more must be accompanied by a thorough explanation. Note: Include the bid/purchase price of the last piece of equipment purchased of the same type. If more money is now being requested for the same type of equipment, explain the reason for the increase.
3. There should be a schedule for your "non-capital" account containing non-road items between \$500 and \$5,000.
4. The department director's cover letter for the budget submission must indicate any expenditures that were not included in the financial plan. As always, the first test will be whether the departmental request was contained in the FP2019.
5. Directors should spell out any new cost-saving measures to be taken by their departments in FY2018/19.

*Continued next page*

6. The cover letter should also identify any proposed new computer applications or applications of other technologies (GPS, etc.) anticipated by the department during FY2018/19. Anticipated cost savings or improved employee efficiencies should be described.
7. Be prepared to discuss travel and training in detail. Is there anyone in your department who is on a committee or otherwise involved in an organization or activity on behalf of RCOC that will not be able to attend committee meetings, etc.? If a staff member became a member of a committee last year and agency travel covered the cost of that travel, related travel for FY2018/19 should now be in your budget submission.
8. Identify any increased overtime costs due to increased workload or the lack of staff.
9. In your listing of unmet needs, make sure your list is in order of priority.

The above should be used as a checklist during the preparation of your FY2018/19 Budget submission. As requested above, make sure your cover memo addresses each of the nine areas listed above.

Make sure that your submission is consistent with your 2019 Financial Plan submission.

C: Gary Piotrowicz

## 2018/19 Glossary

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|                             |  |
|-----------------------------|--|
| <b>ADA:</b>                 | <b>Americans with Disabilities Act</b>   |
| <b>Amended Budget:</b>      | As Adopted previous year budget plus Board approved budget amendments.   |
| <b>Appropriation:</b>       | Authorization made by the Board of Road Commissioners permitting the RCOC to incur obligations and make expenditures.  |
| <b>ARRA:</b>                | <b>American Recovery and Reinvestment Act</b>  |
| <b>Asset:</b>               | Property owned which has monetary value.   |
| <b>Autoscope:</b>           | Video-vision technology that utilizes intersection-placed television cameras to count and evaluate speed for all vehicles entering the influence zone of an intersection for signal timing.  |
| <b>AVL:</b>                 | <b>Automatic Vehicle Location</b>  |
| <b>Basis of Accounting:</b> | The Road Commission for Oakland County's annual operating budget is prepared in conformity with generally accepted accounting principles (GAAP) and is on the modified accrual basis of accounting. Revenue is recognized in the accounting period when it becomes available and measurable. |
| <b>Budget:</b>              | A financial plan for a specific period of time (fiscal year). The RCOC's fiscal budget covers the period of October 1 through September 30.  |
| <b>Budget Adjustment:</b>   | A procedure by the Board of Road Commissioners or Managing Director to amend budget appropriations. Also called appropriation transfer.  |
| <b>Capital Assets:</b>      | Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.  |
| <b>Capital Outlay:</b>      | Expenditures that result in the replacement of or addition to fixed assets.  |
| <b>CMAQ:</b>                | <b>Congestion Mitigation and Air Quality.</b> Funding distributed based on a statewide rating system.  |

## 2018/19 Glossary

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|                             |  |
|-----------------------------|--|
| <b>Connected Vehicle:</b>   | Vehicle and infrastructure communicating together to improve safety and mobility.  |
| <b>Contingency Account:</b> | A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.   |
| <b>Debt Service:</b>        | Payment of interest and repayment of principal to holders of the government's debt instruments.  |
| <b>EDMS:</b>                | <b>Electronic Document Management System</b>   |
| <b>Expenditures:</b>        | The outflow of funds paying for assets, goods, services, and costs related to the Road Improvement Program.  |
| <b>FHWA:</b>                | <b>Federal Highway Administration</b>  |
| <b>Fiscal Year (FY):</b>    | The time period designating the beginning and ending period for recording financial transactions. The RCOG has specified October 1 to September 30 as its fiscal year.   |
| <b>FOIA:</b>                | <b>Freedom of Information Act</b>  |
| <b>Fund:</b>                | An accounting entity that has a set of self-balancing counts and records of financial transactions for specific activities or government functions. Examples of fund types are special revenue funds, which include the road fund and the special assessment fund; and trust and agency funds, which include the pension trust fund. |
| <b>Fund Balance:</b>        | Fund balance is the excess of assets over liabilities and reserves.  |
| <b>GASB 34:</b>             | <b>Government Accounting Standards Board Statement No. 34.</b> Provisions effective October 1, 2001 related to providing analysis of operations and using full accrual of all activities including capitalizing infrastructure.  |
| <b>GLITS:</b>               | <b>Great Lakes Intelligent Transportation System.</b> A cooperative initiative by Southeastern Michigan agencies to improve transportation, sustain the economy, and enhance the quality of life in Southeastern Michigan.   |

## 2018/19 Glossary

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|                              |  |
|------------------------------|--|
| <b>GRIP:</b>                 | <b>Gravel Road Improvement Program.</b> Performed by the Highway Maintenance department to grade, chloride, remove trees, improve drainage and ditching on the gravel roads.   |
| <b>GRPP:</b>                 | <b>Gravel Road Paving Plan.</b> Is the multi-year plan to pave the gravel roads.   |
| <b>HPP:</b>                  | <b>High Priority Projects.</b> Federally sponsored grants for transportation demonstration projects originating from Congress and the U.S. Department of Transportation.   |
| <b>INTELLIDRIVE:</b>         | Vehicle and infrastructure communicating together to improve safety and mobility.  |
| <b>ITS:</b>                  | <b>Intelligent Transportation Systems.</b> An integrated traffic guidance/information system using such components as SCATS and Autoscope.   |
| <b>LED:</b>                  | <b>Light Emitting Diodes</b>   |
| <b>Local Bridge Program:</b> | Federal funding for bridge replacement. The State of Michigan supplements the fund and prioritizes the projects.   |
| <b>Maturities:</b>           | The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.  |
| <b>MDOT:</b>                 | <b>Michigan Department of Transportation</b>   |
| <b>MTF:</b>                  | <b>Michigan Transportation Fund.</b> State-collected motor fuel and vehicle taxes. Primary source of funding.  |
| <b>OPEB:</b>                 | <b>Other Post-Employment Benefits.</b> A Governmental Accounting Standards Board pronouncement that provides guidance for local units of government in recognizing the cost of retiree health care, as well as any other post-employment benefits (other than pensions). |
| <b>Operating Budget:</b>     | The portion of the budget that pertains to daily operations that provide basic governmental services. The RCOC operating budget contains appropriations for such expenditures as salaries, supplies, utilities, materials, and purchases of road equipment, fuel, etc.   |
| <b>RCOC:</b>                 | <b>Road Commission for Oakland County</b>  |

## 2018/19 Glossary

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|                            |   |
|----------------------------|---|
| <b>Revenue:</b>            | Funds the RCOC receives as income. It includes four major categories: fuel and vehicle taxes (Michigan Transportation Fund); federal and state revenue; revenue from local governments; and fees and other revenue.                 |
| <b>RIP:</b>                | <b>Road Improvement Program.</b> A detailed schedule of construction and purchases of rights-of-way showing locations, funding sources, and types of projects (widening, bridges, gravel paving, intersections, etc.).              |
| <b>ROW:</b>                | <b>Right-of-Way</b>   |
| <b>SAD:</b>                | <b>Special Assessment Districts.</b> Specific areas with improvements on subdivision streets. See "Special Assessment".   |
| <b>SCATS:</b>              | <b>Sydney Coordinated Adaptive Traffic System.</b> See section on Traffic Safety under "Departments".   |
| <b>SEMCOG:</b>             | <b>Southeast Michigan Council of Government</b>   |
| <b>SIG:</b>                | <b>Signal Projects Program</b>  |
| <b>SMART:</b>              | <b>Suburban Mobility Authority for Regional Transportation</b>  |
| <b>Special Assessment:</b> | A levy made against certain properties (subdivisions) to defray the cost of certain road improvements deemed to primarily benefit those properties.   |
| <b>STP:</b>                | <b>Surface Transportation Program.</b> A block grant type program that may be used for any roads, except local or rural collectors, now called federal-aid roads. Established by the Intermodal Surface Transportation Act of 1991. |
| <b>TBD:</b>                | <b>To Be Determined</b>   |

## 2018/19 Glossary

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**TEDF:** **Transportation Economic Development Fund.** State funding created in 1987 to fund road improvement in areas of significant job growth.

**Category A:** Highway, street and road improvements to serve economic development projects capacity, condition, safety or accessibility in any of the following target industries:

1. Agriculture or food processing.
2. Tourism.
3. Forestry.
4. High technology research.
5. Manufacturing.
6. Mining
7. Office centers solely occupied by the owner or not less than 50,000 square feet occupying more than 3 acres of land.

**Category C:** Projects for reducing congestion on county primary and city major streets within urban counties (a county with a population greater than 400,000).

**Category D:** Projects in rural counties (a county with a population of 400,000 or less) for the improvement of county rural primary roads and major streets in communities with a population of 5,000 or less to create an all-season road network.

**Category E:** Projects for construction or reconstruction of roads in counties in which a national lakeshore or national park is located, or a county in which 34% or more of all of the land is commercial forest land.

**Category F:** Projects for county roads and city and village street improvements on the Federal Aid to Urban System in rural counties (a county with a population of 400,000 or less).

**TIMS:** **Transportation Information Management Systems**

**TIP:** **Transportation Improvement Program**

**TOC:** **Traffic Operations Center**

**WAN:** **Wide Area Network**

# GOALS AND OBJECTIVES



Pictured from left to right: Ronald J. Fowkes, Commissioner; Gregory C. Jamian, Vice Chairman; Eric S. Wilson, Chairman, Board of County Road Commissioners.

# 2018/19 The Budget Process

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## **Preparation**

The creation of the annual Road Commission for Oakland County budget is a process requiring intense preparation and analysis. This preparation involves the review of all RCOC resources to determine the amount of funds available to meet the goals, objectives and service needs for the following year.

## **Budget Calendar**

The budget process begins with the financial planning process in October. In March, a budget message is sent to all departments by the Managing Director setting guidelines for the following year's budget.

Budget hearings are then held with each department director to discuss departmental goals and objectives and the ability to achieve them during the next fiscal year.

## **Public Hearing**

The Uniform Budgeting and Accounting Act requires the holding of an annual public hearing on the proposed RCOC budget and Road Improvement Program for the following fiscal year (page vii of this document). It is at the public hearing where interested citizens and other parties can discuss the proposed budget.

## **Adoption**

Following adoption by the Board, amendments are made to the budget during the fiscal year by way of the appropriation transfer as outlined in the Board of Road Commissioners' resolutions (pages i, ii, iii and iv of this document).

## **Method**

This budget uses the modified accrual basis of accounting (see "Basis of Accounting" in the Glossary for further explanation).

# 2018/19 Goals and Objectives

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**Vision Statement:** The Road Commission for Oakland County, although facing serious financial challenges, remains committed to the following vision:

**"QUALITY LIFE THROUGH GOOD ROADS.  
ROAD COMMISSION FOR OAKLAND COUNTY--WE CARE."**

**Mission Statement:** The strategic focus -- the mission -- of the organization is to fulfill the needs of the community by providing the public with:

- Safe and convenient roads
- Sound financial management
- Respect for the environment
- Sensitivity to community concerns
- Responsive and dependable service

It is also the mission of RCOC staff to work together to provide:

- A cooperative work environment
- Opportunities for learning and growth
- Respect for the dignity of each individual
- Fair and equitable dealings

The vision and the mission statements provide the basis for all goals, objectives, and actions of RCOC.

# 2018/19 Needs and Strategies

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## **CUSTOMER NEEDS**

The strategic focus of this budget continues to be the achievement of service delivery excellence for our customers.

To identify the transportation needs of the local communities, RCOC biennially holds strategic planning meetings with community officials. These meetings provide an effective forum for identifying road improvement needs, estimated in 2017 to be nearly \$3.1 billion on county roads over the next ten years. Community officials' requests are then analyzed and prioritized into four distinct areas of concern.

### **Improved Safety and Condition of Gravel Roads**

Many communities served primarily by gravel roads experienced significant growth in recent decades. Traffic volumes seriously threaten RCOC's ability to maintain the gravel road system. Gravel road maintenance cycles that were once adequate on these roads are no longer sufficient.

RCOC maintains 760 miles of gravel roads, one of the largest gravel road systems in the state of Michigan. Many of these gravel roads carry traffic volumes that exceed those normally associated with gravel roads. This budget, which includes \$1,000,000 to be used for a gravel haul program (placing 3 inches of fresh gravel) to help stabilize and improve the road surface, as well as \$300,000 of gravel materials to patch and maintain the existing condition of unpaved roads, is increased by 25 percent from the previous year's amended budget.

The Gravel Road Improvement Program (GRIP), a cooperative program in which local communities purchase materials and RCOC provides labor and equipment to improve drainage and spread gravel, is included in the current fiscal year budget. RCOC has had a couple G.R.I.P. projects in the past few years and will continue to offer the program.

### **Improved Safety, Capacity and Condition of Paved Roads**

Increased travel, increased road surface age and limited funding have collectively resulted in a deteriorating paved-road system. Preserving the massive investment in the existing paved-road system and continuing to expand this infrastructure to relieve congestion are critical to the future of all Oakland County communities.

The Pavement Management System (PMS) is a computer-based program used to assist in identifying cost-efficient strategies for rehabilitating and maintaining our paved primary or "mile-type" county roads.

The computerized database within the PMS remains the primary tool used to rate pavement conditions on county roads. This system identifies the condition of county road

# 2018/19 Needs and Strategies

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## **Improved Safety, Capacity and Condition of Paved Roads (continued)**

pavements, prioritizes road segments requiring repaving and provides statistical data for budgetary purposes.

Data describing pavement and road-base conditions is entered into the system, and a present status summary is prepared. The summary indicates which road segments on the paved system are in the best and worst conditions based on the Pavement Surface Evaluation and Rating (PASER) measure assigned to each segment by the PMS. A "mix of fixes" approach is incorporated to optimize pavement management expenditures. Using the PMS, pavement preservation, restoration or reconstruction strategies are selected for different segments of road. Monies are dedicated for restoration or reconstruction on roads with the lowest PASER rating, while preventive maintenance strategies will be applied to prolong the useful life and high PASER ratings on roads which were constructed relatively recently. This "mix of fixes" approach addresses problem road segments while preserving our recent investment on good road segments. However, funding limitations prevent RCOC from applying many of the "fixes" recommended by the PMS.

The Highway Maintenance and Engineering departments address various pavement conditions. Even though the proposed programs do not address all the needs as shown in the PMS, they represent a systematic attempt to improve the entire paved network by applying the appropriate remedies or repairs based on the pavement condition and sound asset management techniques.

RCOC has dedicated much of its MTF revenue increase to improve road conditions as well as prolong the life of the roads. To achieve this goal, RCOC has budgeted a total of \$11.5 million to this program. This includes; \$6.75 million to the Preservation Overlay Program, \$2 million to the Spot Resurfacing Program, \$2.25 million to Concrete Repairs, \$250,000 to 18 Inch Mill and Fill and \$250,000 to Crack Sealing. These repairs are expected to extend the life of the roads from six to eight years.

The Oakland County Federal Aid Task Force, responsible for setting priorities for the use of federal road funding, has realized the need to restore aging pavements countywide and has approved more pavement preservation projects in recent years. Although the needs far outpace the federal funds available, the task force considers safety, congestion and pavement conditions in the selection of projects which will receive funding.

The Road Improvement Program (RIP) contains a total of \$52.5 million for improvements of roads beyond maintenance work. Of this total, \$10.2 million is for pavement rehabilitation projects, with the remainder for capacity and safety improvements.

# 2018/19 Needs and Strategies

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## **Improved Traffic Management System**

In many locations, innovative traffic management systems, known as Intelligent Transportation Systems (ITS), can provide a desirable alternative to traditional capacity improvements. ITS can, and is, being used in a variety of locations. Improved traffic management can provide added road capacity without the cost and major community disruption and relocation often associated with traditional road-widening projects. ITS also has been documented to improve motorist safety.

RCOC's Faster And Safer Travel through Traffic Routing and Advanced Controls (FAST-TRAC) project includes deployment of high-tech "adaptive" traffic signals that utilizes several types of vehicle detection. As of this current fiscal year, there are approximately 700 intersections equipped with FAST-TRAC technologies.

FAST-TRAC is RCOC's largest ITS project. It is also the second largest such system in North America (only Los Angeles' system is larger). It is anticipated that the FAST-TRAC project will continue to be expanded into other areas of the county in coming years since it is an important tool for improving mobility and safety.

The focus of the FAST-TRAC project in this fiscal year will again be to continue research and testing on development of a new communications backbone. The new system will be more reliable, less expensive and provide flexibility for future technologies. Also, to improve safety on the road system, RCOC has been working with the U.S. Department of Transportation, MDOT and automakers on a new field of technology expected to help reduce crashes on the road system. This new field is known as Connected Vehicles and involves vehicles communicating with each other and with the infrastructure.

The budget for the current fiscal year includes funding for the ITS Traffic Operations Center (TOC) operations and maintenance. Federal funding has helped RCOC and various communities in Oakland County execute capital improvements and offset the cost of operating and maintaining the TOC and the FAST-TRAC. In order to reduce the traffic signal maintenance costs, RCOC continues to install LED traffic signal heads. The LED signals lower operating costs and electrical usage (less than 1/10 of an incandescent bulb.) Additionally, overhead internally illuminated case signs are being changed to zero-reflective materials, reducing power consumption to zero.

## **Improved Road Drainage and Bridge Maintenance Systems**

Inadequate road drainage is a widespread concern affecting both paved and gravel roads. Poor drainage not only threatens the integrity of the road, but can pose a safety hazard.

Due to overwhelming need, RCOC is again funding a bridge maintenance and rehabilitation program of \$4.1 million and a culvert replacement program of \$4.5 million in the 2018/19 budget. The culvert budget has tripled compared to the 2015/16 budget.

# 2018/19 Needs and Strategies

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## **Improved Road Drainage and Bridge Maintenance Systems (continued)**

The RIP budget includes \$260,000 for bridge inspection services which are mandated by state and federal law. A Bridge Management System is utilized for selection of bridge projects.

### **SUMMARY**

Although RCOC's operations have been organized around the functional distinctions of highway design, traffic engineering, construction and road maintenance, the areas of concern expressed by community officials through the RCOC strategic planning processes cross departmental boundaries, requiring a more comprehensive team approach to solving problems at RCOC. This strategic focus continues to guide RCOC toward realization of its vision of "Quality Life Through Good Roads."

### **STRATEGIES FOR MEETING CUSTOMER NEEDS**

The operating departments have identified several strategies related to the four areas of concern expressed by community officials. These strategies are outlined on the following pages by area of concern.

#### **Gravel Road Strategies**

The gravel road concerns of community officials have generated the following strategies by RCOC operating departments:

- Maintain coordination of gravel road grading and dust-control activities.
- Review current grading practices.
- Continue a road-grading training program for grader operators as needed.
- Review current specifications to maintain gravel-road materials and design.
- Identify possible test projects that would utilize different materials and designs.
- Re-examine the engineering requirements for paving projects.
- Develop a gravel-road information system, like the pavement management system in use for paved roads.
- Evaluate accident data for gravel roads to determine appropriate countermeasures.
- Improve the condition of equipment used to maintain gravel roads.
- Develop a long-range gravel road improvement plan consistent with the development goals of the communities.
- Encourage cooperative funding with local governmental units and the private sector for upgrading gravel roads.

# 2018/19 Needs and Strategies

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## **STRATEGIES FOR MEETING CUSTOMER NEEDS (CONTINUED)**

### **Paved-Road Strategies**

The concerns of community officials regarding the preservation of the paved-road system are addressed by the following strategies:

- Continue to use the Pavement Management System to establish priorities and treatment alternatives for paved-road preservation projects.
- Implement regular programs of paved-road preservation activities as part of the Road Improvement Program.
- Review current paved-road maintenance practices with an emphasis on innovative approaches for paved-road preservation and maintenance administration.
- Evaluate the paved-road system for areas of traffic congestion, and explore low-cost, innovative approaches for improving mobility.
- Continue to incorporate traffic accident countermeasures into road-preservation projects.
- Improve the aesthetic value of roadsides by continuing to recruit volunteer groups for litter control activities through continued funding of the "Adopt-A-Road" program.

### **Traffic Management Strategies**

The traffic-management concerns expressed by community officials focused on traffic signal installation, traffic signal maintenance and traffic signal optimization. They are addressed by the following strategies:

- Update the sign-management system to address reflectivity standards mandated by FHWA.
- Increase traffic-volume counts taken on a routine basis.
- Continue to apply for federal aid for traffic signal modernization and optimization.
- Continue to review new software developments for optimal signal timing.
- Improve facilities for signal equipment repair and fabrication to minimize downtime.
- Improve the troubleshooting capabilities of the Traffic-Safety Department's signal crews.
- Monitor and evaluate Intelligent Transportation Systems (ITS) and continue to expand these systems countywide as funding becomes available.
- Continue to evaluate new ITS technologies.

# 2018/19 Needs and Strategies

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## **STRATEGIES FOR MEETING CUSTOMER NEEDS (CONTINUED)**

### **Drainage System Strategies**

The road drainage concerns expressed by community officials encompass both the gravel road system and the paved road system. In response to these concerns, the following strategies have been identified:

- Develop a drainage structure information management system to identify and rank locations where road drainage is inadequate.
- Evaluate the adequacy of existing drainage maintenance equipment and its usage for possible acquisitions, redistribution to different maintenance districts and for improved scheduling.
- Investigate the correlation between problematic drainage locations and accident and environmental data to determine priorities and countermeasures.
- Encourage cooperative funding for ditching and drainage improvements.
- Develop a countywide roadway drainage plan.

### **SUMMARY**

While it is evident that the departments have emphasized the four areas of concern expressed by community officials, expenditures are constrained by funding limitations and changes in the work environment. These strategies should help identify ways in which RCOC can enhance its service in these areas within budgetary restraints.

# 2018/19 Needs and Strategies

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## **STRATEGIES TO IMPROVE THE WORK ENVIRONMENT**

Over the years, RCOC has been able to identify many means of improving the work environment. These efforts have been reflected in RCOC's mission statement and strategic goals.

Employees have expressed the need for a cooperative work environment, the opportunity for learning and growth, mutual respect, recognition and fair and equitable dealings.

In response to these needs, RCOC has implemented many programs including Positive Discipline, Employee Assistance, Job Enrichment, Career Coaching, the Doris A. Webster Tuition Reimbursement Program, Civil Engineer Job Rotation and Internships, and our executive leadership development program, known as Management Effectiveness Training.

In addition, we have implemented an Internal Investigations Committee to review complaints and to allow for dispute resolution. We have also expanded our sexual harassment policy to include prohibition against all forms of harassment and discrimination. These programs are augmented by the ongoing efforts of the internal strategic planning process, as participants wrestle with strategies for empowering employees in building trust, strengthening employee skills and improving communication.

## **REVIEW OF EXISTING RESOURCES**

### **Revenue**

RCOC revenue sources continue to be the same as those identified in prior fiscal years. In addition to the primary state and federal sources outlined in the following section, funding is received through local contributions, fees for various RCOC services, county general government contributions to the Tri-Party Program, and from contracts with the State of Michigan for services performed on state trunk lines.

### **Physical Plant**

The number of buildings owned and maintained by RCOC in the current fiscal year will remain the same. Necessary building improvements are part of the 2018/19 fiscal year budget.

# 2018/19 Needs and Strategies

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## **REVIEW OF EXISTING RESOURCES (CONTINUED)**

### **Employees**

There are 440 full-time positions budgeted for the 2018/19 fiscal year. The 2017/18 budgeted full-time position was 410, representing an increase of 30 employees.

The seasonal salaries budget is \$700,000 for the current fiscal year and will enhance the work force using seasonal employees to produce higher customer satisfaction for RCOC during peak periods. The seasonal salaries budget includes temporary and part-time positions, which are in addition to the 440 budgeted full-time positions.

To further maximize the workforce, RCOC reallocates personnel based on the seasons and work that is a priority in each season. For example, clearing the roads of snow and ice in the winter, while maintaining guardrails in the non-winter seasons.

### **Vehicle Fleet**

Declining revenues in recent years reduced the agency's ability to replace fleet vehicles as needed. Major equipment purchases, coupled with aggressive preventative maintenance and improved specification procedures are necessary to improve fleet readiness. The increase in funding will be utilized to update the aging fleet over the next several years. This will bring the fleet back to peak efficiency.

RCOC's management of fleet age is an essential element of maintaining a high degree of fleet-readiness, especially for winter maintenance operations. Each major equipment type has been assigned a DX (discard) standard, based on age and other factors, to determine total needs. While this budget recognizes the need for vehicle fleet improvement and management, there have been insufficient funds available for this task. Normally fleet acquisitions are prioritized based on the age and condition of equipment that should be removed from active fleet service. While \$8.1 million of vehicles and road equipment capital outlay is budgeted in fiscal year 2018/19, it will not be enough to significantly improve the overall status of RCOC's fleet-readiness. Replacing antiquated road equipment is a RCOC priority as funds become available. Details regarding vehicle fleet status can be seen in the Capital Budgeting section.

# Road Commission for Oakland County Revenue by Source

**2018/19**

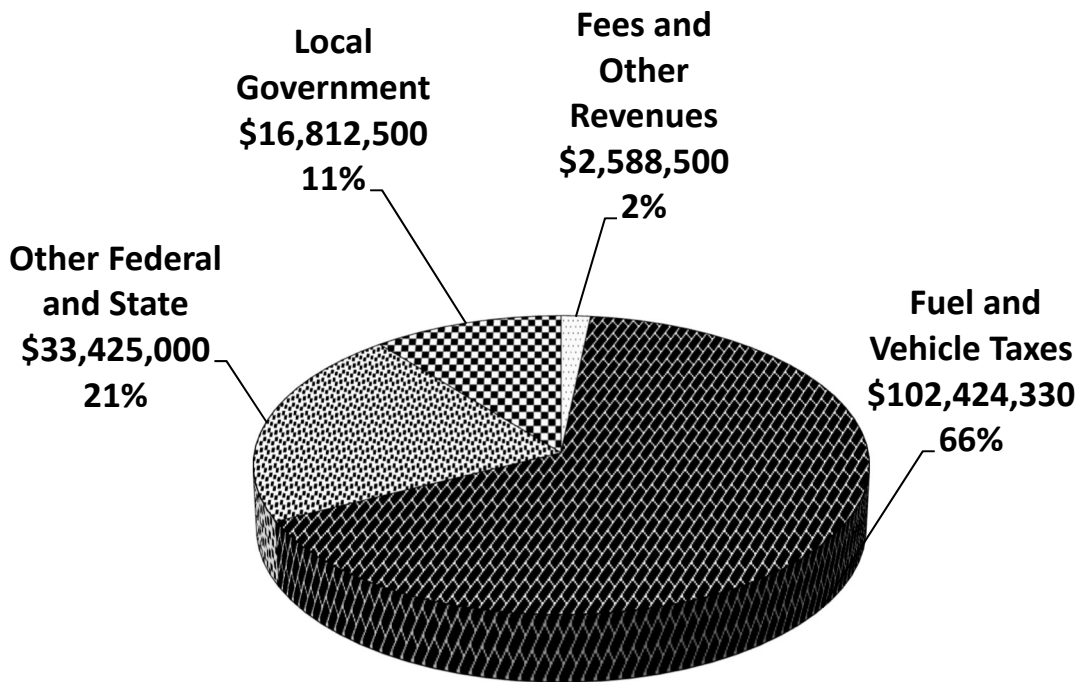


Figure 1

## Summary Table 1

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### COMPARATIVE SUMMARY OF REVENUE

|                                   | <b>2016/17 Actual<br/>Fiscal Year<br/><u>Ending 9/30/17</u></b> | <b>2017/18<br/>Budget As<br/><u>Adopted</u></b> | <b>2017/18<br/>Amended<br/><u>Budget</u></b> | <b>2018/19 Budget<br/>Fiscal Year<br/><u>Ending 9/30/19</u></b> |
|-----------------------------------|---|---|--|---|
| Fuel and Vehicle Taxes            | \$85,055,044  | \$88,133,800                                    | \$88,133,800                                 | \$102,424,330   |
| Other Federal & State Revenue     | 39,959,025  | 38,242,500                                      | 75,171,654                                   | 33,425,000  |
| Revenue from Local Government     | 10,897,371  | 11,990,000                                      | 15,612,492                                   | 16,812,500  |
| Fees and Other Revenue            | 2,835,645   | 2,452,000                                       | 7,252,000                                    | 2,588,500   |
| <b>Total Revenue</b>              | <b>\$138,747,085</b>  | <b>\$140,818,300</b>                            | <b>\$186,169,946</b>                         | <b>\$155,250,330</b>  |
| Revenue Over (Under) Expenditures | \$6,595,609   | (\$6,039,112)                                   | (\$25,989,309)                               | \$0   |
| <b>Total Expenditures</b>         | <b>\$132,151,476</b>  | <b>\$146,857,412</b>                            | <b>\$212,159,255</b>                         | <b>\$155,250,330</b>  |

# Budget Exhibit A-1

## 2018/19 BUDGETED REVENUE BY SOURCE

### Revenue Source

#### **Fuel and Vehicle Taxes**

|                                     |                  |                      |
|-------------------------------------|------------------|----------------------|
| Engineering                         | 10,000           |                      |
| Primary Roads                       | 76,176,568       |                      |
| Local Roads                         | 12,708,924       |                      |
| Urban Primary Roads                 | 9,851,270        |                      |
| Urban Local Roads                   | <u>3,677,568</u> |                      |
| <b>Total Fuel and Vehicle Taxes</b> |                  | <b>\$102,424,330</b> |

#### **Federal & State Revenue**

|   |                  |                     |
|---|------------------|---------------------|
| State Maintenance Contracts             | 10,200,000       |                     |
| State Non-Maintenance                   | 200,000          |                     |
| Federal Aid -- Road Improvement Program | 10,375,000       |                     |
| Federal Revenue-Medicare Part D         | 200,000          |                     |
| State Category "A" and "C" Funds-RIP    | 9,650,000        |                     |
| Federal Aid-Signal - SIG Projects       | <u>2,800,000</u> |                     |
| <b>Total Federal and State Revenue</b>  |                  | <b>\$33,425,000</b> |

#### **Revenue from Local Government**

|  |                |                     |
|--|----------------|---------------------|
| Contributions from Townships               | \$4,987,500    |                     |
| Contributions from Cities                  | 6,075,000      |                     |
| County Tri-Party Contributions             | 2,000,000      |                     |
| Other Contributions Including Work Orders  | 1,360,000      |                     |
| Traffic Signal Maintenance                 | 1,790,000      |                     |
| S.A.D. Engineering & Administration        | <u>600,000</u> |                     |
| <b>Total Revenue from Local Government</b> |                | <b>\$16,812,500</b> |

#### **Fees and Other Revenue**

|                                     |               |                           |
|-------------------------------------|---------------|---------------------------|
| Interest Earned                     | \$350,000     |                           |
| Sundry Revenue                      | 6,000         |                           |
| Sale of Maps & Plans                | 2,500         |                           |
| Handling Charges                    | 75,000        |                           |
| Permit Fees                         | 800,000       |                           |
| Inspection Charges                  | 500,000       |                           |
| Calcium Chloride Revenue            | 780,000       |                           |
| Purchase Discounts                  | 0             |                           |
| Proceeds from Disposal of Equipment | <u>75,000</u> |                           |
| <b>Total Fees and Other Revenue</b> |               | <b><u>\$2,588,500</u></b> |

|   |  |                             |
|---|--|-----------------------------|
|   |  | <b>\$155,250,330</b>        |
| <b>Total Revenues</b>                                     |  |                             |
| <b>Appropriation from Fund Balance</b>                    |  | <b><u>0</u></b>             |
| <b>Total Revenues and Appropriation from Fund Balance</b> |  | <b><u>\$155,250,330</u></b> |

## Budget Exhibit A-2

### ROAD IMPROVEMENT PROGRAM AND OTHER PROJECT GROUPS

#### SOURCES OF FUNDING FOR FISCAL YEAR ENDING 09/30/19

| <u>Description</u>                                | <u>Federal<br/>and State<br/>"C" Funds</u> | <u>City<br/>Share</u> | <u>Township<br/>Share</u> | <u>County/Other<br/>Share</u> | <u>RCOC<br/>Share</u> | <u>Totals</u>       |
|---|--|-----------------------|---------------------------|-------------------------------|-----------------------|---------------------|
| Safety Intersections                              | 2,365,000                                  | 0                     | 700,000                   | 0                             | 2,396,306             | 5,461,306           |
| Pavement  | 2,225,000                                  | 4,500,000             | 0                         | 0                             | 3,460,000             | 10,185,000          |
| Bridge Maintenance and/or<br>Replacement          | 2,185,000                                  | 0                     | 0                         | 0                             | 1,880,000             | 4,065,000           |
| Culverts  | 0  | 0                     | 0                         | 0                             | 4,480,000             | 4,480,000           |
| Pave Gravel Roads                                 | 3,600,000                                  | 0                     | 2,450,000                 | 0                             | 1,075,000             | 7,125,000           |
| Tri-Party   | 0  | 1,000,000             | 1,000,000                 | 2,000,000                     | 2,000,000             | 6,000,000           |
| Other   | <u>0</u>                                   | <u>0</u>              | <u>0</u>                  | <u>0</u>                      | <u>505,000</u>        | <u>505,000</u>      |
| <b>Subtotal</b>                                   | <b>\$10,375,000</b>                        | <b>\$5,500,000</b>    | <b>\$4,150,000</b>        | <b>\$2,000,000</b>            | <b>\$15,796,306</b>   | <b>\$37,821,306</b> |
| <br><b><u>Prior Years Contractor Payments</u></b> |  |                       |                           |                               |                       |                     |
| Road Widenings                                    | \$9,650,000                                | \$475,000             | \$837,500                 | \$0                           | 1,687,500             | \$12,650,000        |
| Safety Widenings                                  | 0  | 0                     | 0                         | 0                             | 0                     | 0                   |
| RRR   | 0  | 0                     | 0                         | 0                             | 0                     | 0                   |
| Pave Gravel Roads                                 | 0  | 0                     | 0                         | 0                             | 0                     | 0                   |
| Bridges   | 0  | 0                     | 0                         | 0                             | 0                     | 0                   |
| Prior Years Contractor Pmts                       | <u>0</u>                                   | <u>0</u>              | <u>0</u>                  | <u>0</u>                      | <u>2,000,000</u>      | <u>2,000,000</u>    |
| <b>Subtotal</b>                                   | <b>\$9,650,000</b>                         | <b>\$475,000</b>      | <b>\$837,500</b>          | <b>\$0</b>                    | <b>\$3,687,500</b>    | <b>\$14,650,000</b> |
| <b>TOTAL RIP PROGRAM</b>                          | <b>\$20,025,000</b>                        | <b>\$5,975,000</b>    | <b>\$4,987,500</b>        | <b>\$2,000,000</b>            | <b>\$19,483,806</b>   | <b>\$52,471,306</b> |
| <br><b><u>Other Project Groups</u></b>            |  |                       |                           |                               |                       |                     |
| Signal (SIG)                                      | \$2,800,000                                | \$100,000             | \$0                       | \$0                           | \$800,000             | \$3,700,000         |
| <b>GRAND TOTAL</b>                                | <b>\$22,825,000</b>                        | <b>\$6,075,000</b>    | <b>\$4,987,500</b>        | <b>\$2,000,000</b>            | <b>\$20,283,806</b>   | <b>\$56,171,306</b> |

## 2018/19 Summary of Revenues

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RCOC funding has traditionally come from three sources: federal, state and local. RCOC continues to actively pursue additional funding from these sources and private support from developers who can absorb certain costs.

Overall, state and federal revenues are projected to provide 88 percent of RCOC's total revenue. The largest source of funding for RCOC is the state-administered Michigan Transportation Fund (MTF) which consists primarily of fuel tax and vehicle registration fee revenues.

Beginning January 1, 2017, the tax on diesel motor fuel increased from 15 cents per gallon and the tax on gasoline motor fuel from 19 cents per gallon to a single rate of 26.3 cents per gallon on all motor fuel. At the same time, there was a 20 percent increase on motor vehicle registrations. Public Act 179 of 2015 (HB 4370) amended the Income Tax Act of 1967 by setting aside a portion of income tax revenue which is currently allocated as General Fund/General Purpose revenue. The set-asides for this amendment were to be as follows: \$150 million for Fiscal Year 2018/19, \$325 million for Fiscal Year 2019/20 and \$600 million for Fiscal Year 2020/21 and subsequent years. In Fiscal Year 2018, the State made an early allocation to the Michigan Transportation Fund from the Fiscal Year 2017/18 General Fund budget in the amount of \$150 million. In Fiscal Year 2019/20, the State budgeted \$150 million as well as an additional \$300 million from the General Fund to the Michigan Transportation Fund. The General Fund allocation will result in approximately \$18 million in MTF funding above the fuel tax and registration fees. The total projected MTF revenue for Oakland County Fiscal year 2018/2019 is estimated to be \$20 million over Fiscal Year 2017/2018.

There are many roads within the Oakland County road system in need of repair. In an effort to improve road conditions as well as prolong the life of the roads, RCOC has dedicated revenue to address this issue. These roads are selected with the coordination of the Highway Maintenance department along with other Road Commission departments. The Road Commission has budgeted a total of \$11.5 million to this program. The funding of the overlay program will impact approximately 34 miles of road within the county. The breakdown is as follows:

- Preservation Overlay Program: \$6.75 million
- Spot Resurfacing Program: \$2 million
- Concrete repairs: \$2.25 million
- 18 Inch Mill/Fill: \$250,000
- Crack sealing: \$250,000

# 2018/19 Summary of Revenues

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## FEDERAL REVENUE

Federal transportation funds are distributed to the states through several program categories. The funds are primarily generated through the federal gas tax of 18.4 cents per gallon. This 18.4 cents per gallon tax funds more than road improvements. Sharing the 18.4 cents federal gas tax are the transit account (2.86 cents) and the Leaking Underground Storage Tank (LUST) fund (0.1 cents). The Highway Account is allotted 15.44 cents. The recently passed Fixing America's Surface Transportation (FAST) Act provides authorization through fiscal year 2020 but does not make a radical change in the basic structure of federal-aid highway programs. Funding increases from the FAST Act were expected to be above 5 percent in the first year (FY2015/16) and then approximately two percent each year thereafter.

Federal funds are not guaranteed each year as are the MTF revenues. Federal funds are not true revenues, but rather construction-specific funds for which RCOC and communities compete. Although the FAST Act increased the federal investment in highways in 2016, rising road construction costs may absorb the increases. Higher construction costs resulting from increases in steel, cement and petroleum prices have affected the overall growth in road construction. In 2017, the average statewide urban price per lane mile for reconstruction was \$2.1 million, the average rehabilitation cost per lane mile was \$0.7 million. If prices continue to rise as expected, higher costs will cause a further decrease in the purchasing power of the federal funds and force RCOC to postpone important planned projects. Even with lawmakers in Lansing passing legislation to increase road-funding revenue, the full amount will not be seen until 2022. If RCOC does not have the necessary MTF revenues to match federal funds, RCOC might have to pass up millions of dollars in federal funds to which it is entitled.

Funding provided through the FAST Act is distributed through formulas. The formulas establish how much federal funds are distributed to each state through Federal Highway Administration (FHWA) programs such as the Surface Transportation Program (STP), Safety and Transportation Alternatives programs.

RCOC's 2018/19 Road Improvement Program (RIP) budget includes approximately \$10.375 million in federal funding. Programs such as STP funding major resurfacing and gravel-road paving projects the National Highway Performance Program and the Local Bridge Program are supported by this revenue.

There is an annual \$2 million allocation for paving gravel roads that is approved by the Oakland County Federal Aid Funding Committee. Additional paving may be done at the initiative of communities and developers, which is encouraged by RCOC staff.

RCOC maintains almost 760 miles of gravel roads. Some of these roads carry traffic volumes exceeding 1,000 vehicles per day. The combination of the notorious freeze/thaw cycles of the Michigan winter, poor soils and high-traffic demands causes severe deterioration of the gravel roads. At times, RCOC maintenance crews simply cannot prevent the deterioration of the gravel surfaces despite their best efforts.

# 2018/19 Summary of Revenues

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## **FEDERAL REVENUE (CONTINUED)**

In this fiscal year, the Traffic-Safety Department's Signal Project Program will receive \$2.32 million of federal funds from the Congestion Mitigation and Air Quality Improvement Program (CMAQ) for the operation of the Traffic Operations Center and \$480,000 for safety improvement projects.

## **STATE REVENUE**

While RCOC receives revenue from multiple sources for specific projects and programs, allocations from the MTF represent the largest source of general revenue. These funds have historically been targeted for road maintenance, operating needs and matching funds for federal aid. Figure 2 represents a history of MTF allocations received by RCOC, the current year's amended budget and projected MTF allocations.

With the addition of new revenue resulting from the enactment of the new Michigan road-funding package, RCOC expects to receive \$102.4 million in MTF revenue for the 2018/19 fiscal year.

Another element of state funding is the contract with the Michigan Department of Transportation to maintain state trunklines. This contract is projected to yield \$10.2 million. Erosion of the real value of the funds provided for the maintenance contract over time has forced RCOC to reduce routine maintenance on the state system.

Finally, \$9.65 million in State Transportation Economic Development Fund (TEDF) category "C" program funding is budgeted from the state.

## **LOCAL REVENUE**

Local participants, primarily the communities and Oakland County general government, are another important source of revenue to RCOC. They will generate approximately \$16.8 million of revenue in total, in which \$13.1 million is for road-improvement and traffic-signal projects in the current fiscal year (including Tri-Party Program funds). This money likely will be matched with RCOC funds, thus achieving more significant improvements than could have been undertaken by either party alone.

The Tri-Party Program is a one-third matching program consisting of the county general government's contribution, supplemented by equal amounts from RCOC and the local communities. Many important road improvements are made using funds from the Tri-Party Program. The success of this program can be attributed to the active fiscal participation of RCOC, local communities and Oakland County general government. The current fiscal year budget includes the Tri-Party Program with a contribution of \$2 million from the county, and corresponding matches from RCOC and the communities for a total of \$6 million.

# 2018/19 Summary of Revenues

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## **Fees and Other Revenue**

Some RCOC activities generate revenues from services rendered, which are used to lessen the dependence on outside resources for funding, though some of these fees simply cover RCOC's costs for providing the services. Among these activities are:

- The Subdivision Improvement and Development Division is responsible for administering special assessment district subdivision improvement projects.
- The Department of Customer Services secures fees for drive/approach permits, engineering inspections, overweight and oversized vehicles and environmental services rendered to local communities.
- RCOC does contractual highway maintenance for the Michigan Department of Transportation.
- Engineering professional services are rendered to local governmental units for design and right of way acquisition activities.
- Chloriding service to control dust on gravel roads, using calcium chloride extracted from RCOC brine wells, is sold to many townships and some residents.
- Work-order revenue is generated from local units of government for installing traffic signals, providing traffic signs and the sale of salt.
- Interest revenue is generated from investments.
- Leasing of ROW to telecommunications companies.

## **Factors Affecting Present and Future Revenue**

Other events that adversely affect RCOC are the state's continued annual transfer of \$10 million from the MTF to the Secretary of State and the on-going Inter-Department Grants (IDGs) to various other state departments. The State reallocation of some current resources from transportation to other uses continues to have a negative impact on RCOC. The bottom line is the purchasing power of the funding received by RCOC is battered by inflation. For example, salt prices increased by 120 percent per ton over a ten-year period.

RCOC's MTF allocation is determined by a formula reflecting Oakland County's road mileage by road type and vehicle registrations by number and type. It is imperative that the structural integrity of the roads be maintained to protect the investment in the infrastructure. Currently, the projected 10-year backlog of road improvements, as determined by the communities during the biennial 2017 Strategic Planning meetings, totals nearly \$3.1 billion just on roads under RCOC jurisdiction.

In addition to the fuel-tax and registration fee increase that are already in place, beginning January 1, 2022, the fuel-tax rates will be indexed to inflation causing gasoline and diesel taxes to rise annually based on the Consumer Price Index or five percent, whichever is less. This will ensure that the buying power of the fuel-tax revenues does not decline each year.

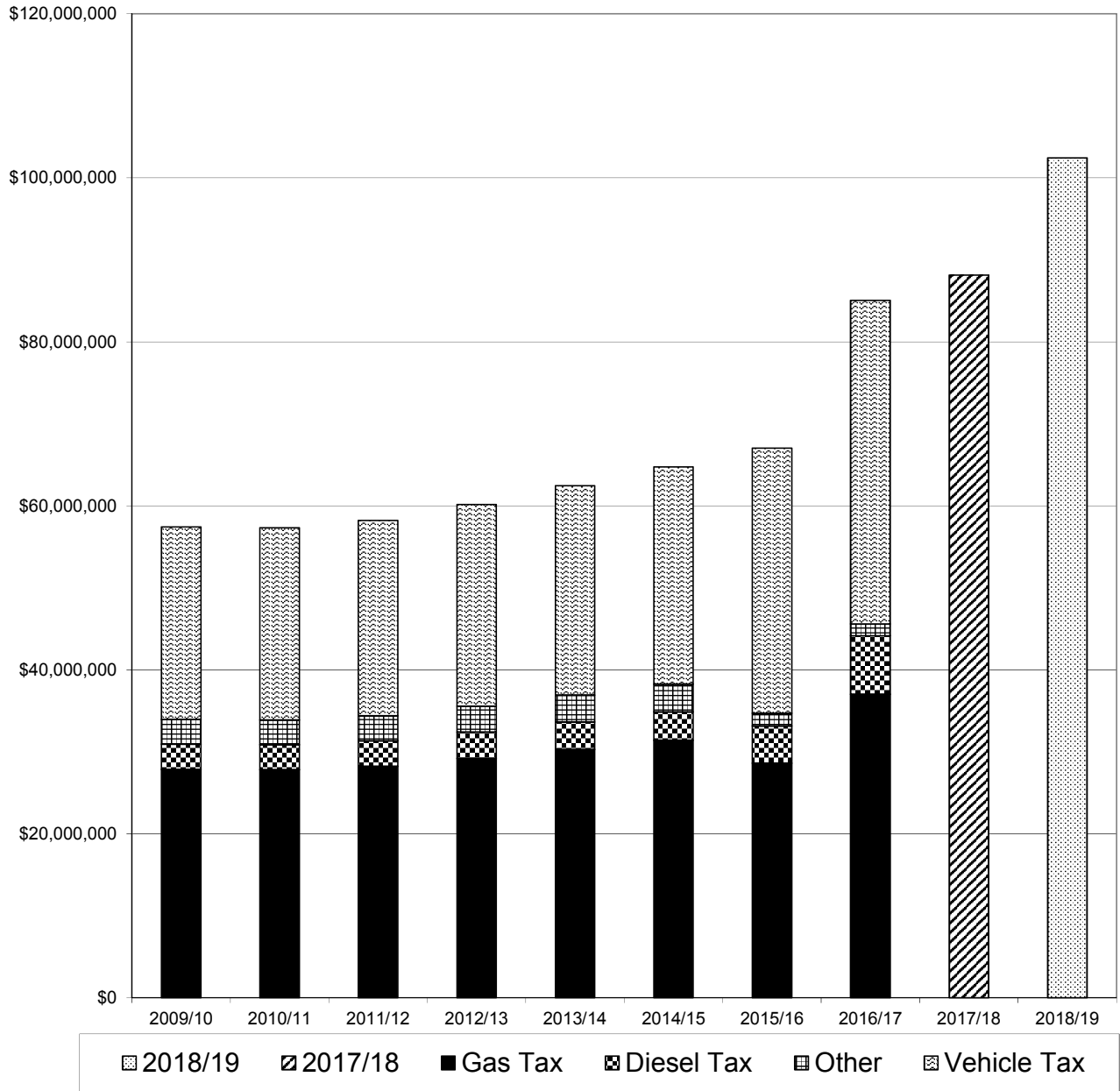
# 2018/19 Summary of Revenues

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## **Factors Affecting Present and Future Revenue (continued)**

The fuel tax and vehicle-registration fee increases will generate half of the expected \$1.2 billion in new transportation funding annually statewide. The other half is to be allocated by the Legislature from the General Fund each year. It is estimated that the new Michigan road funding package will generate approximately \$40 million in new funds for RCOC annually once the program is fully implemented in 2022. This is dependent on the Legislature allocating the full amount to the MTF. However, there is some concern that the Legislature will face increasing pressure to divert some of that General Fund revenue to other needs as those needs mount. Partial transfers from the General Fund began in 2018.

### Michigan Transportation Fund Revenue History and Projection 2010 - 2019



|                    | Actual 2009/10    | Actual 2010/11    | Actual 2011/12    | Actual 2012/13    | Actual 2013/14    | Actual 2014/15    | Actual 2015/16    | Actual 2016/17    | Amended 2017/18   | Budget 2018/19     |
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <b>Gas Tax</b>     | 27,851,117        | 27,806,314        | 28,226,106        | 29,178,135        | 30,281,681        | 31,393,129        | 28,612,975        | 37,007,450        |                   |                    |
| <b>Diesel Tax</b>  | 3,072,240         | 3,067,298         | 3,113,605         | 3,218,623         | 3,340,354         | 3,462,957         | 4,537,593         | 7,161,635         |                   |                    |
| <b>Other</b>       | 3,014,815         | 3,009,965         | 3,055,406         | 3,158,461         | 3,277,917         | 3,398,229         | 1,548,278         | 1,411,914         |                   |                    |
| <b>Vehicle Tax</b> | 23,486,808        | 23,449,025        | 23,803,036        | 24,605,881        | 25,536,499        | 26,473,782        | 32,326,161        | 39,474,046        |                   |                    |
| <b>2018/19</b>     |                   |                   |                   |                   |                   |                   |                   |                   |                   | 102,424,330        |
| <b>2017/18</b>     |                   |                   |                   |                   |                   |                   |                   |                   | 88,133,800        |                    |
| <b>TOTAL</b>       | <b>57,424,980</b> | <b>57,332,602</b> | <b>58,198,153</b> | <b>60,161,100</b> | <b>62,436,451</b> | <b>64,728,097</b> | <b>67,025,007</b> | <b>85,055,045</b> | <b>88,133,800</b> | <b>102,424,330</b> |

Figure 2

# Road Commission for Oakland County Allocation of Funds

## 2018/19

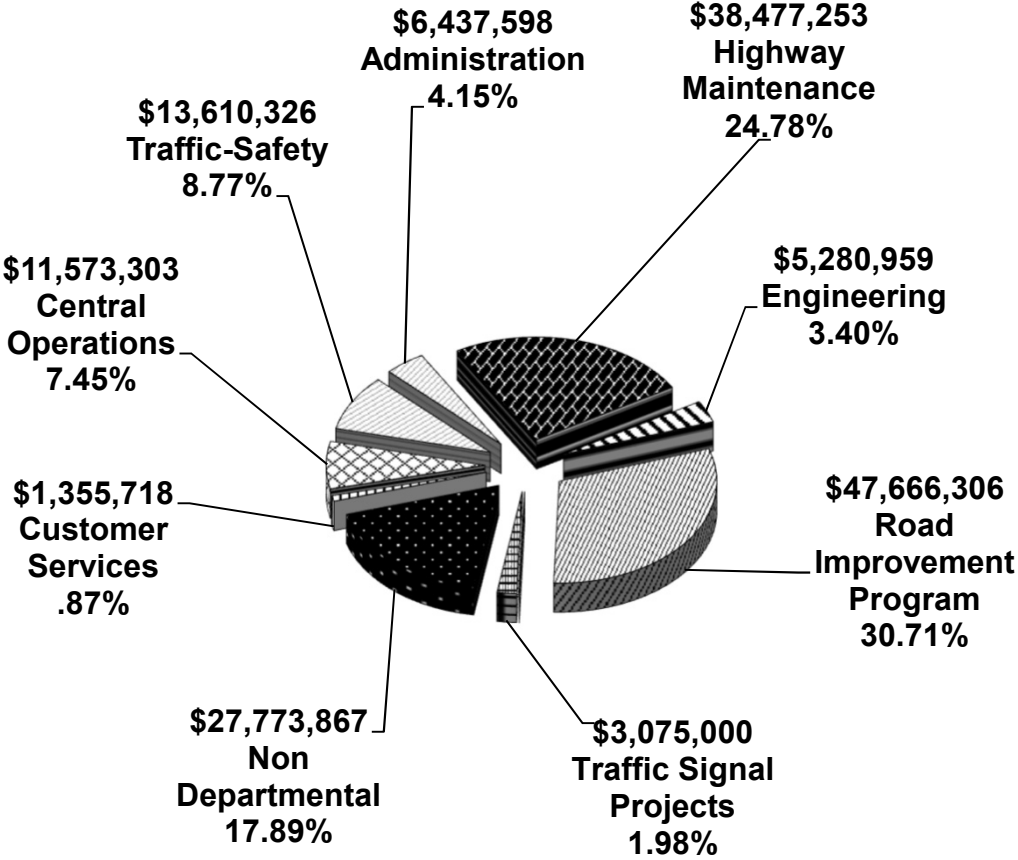


Figure 3

## Summary Table 2

### COMPARATIVE SUMMARY OF EXPENDITURES

| <b><u>DEPARTMENT</u></b>   | <b><u>Actual</u><br/>2016/17</b> | <b><u>Beginning</u><br/>Budget<br/>2017/18</b> | <b><u>Amended</u><br/>Budget<br/>2017/18</b> | <b><u>Budget</u><br/>2018/19</b> |
|--|----------------------------------|--|--|----------------------------------|
| <b>Board of Road Commissioners</b>   | \$155,378                        | \$155,638                                      | \$155,638                                    | \$178,295                        |
| <b>Managing Director</b>   | 780,376                          | 851,511  | 851,511                                      | 873,344                          |
| <b>Customer Services</b>   | 1,171,314                        | 1,184,613                                      | 1,209,613                                    | 1,355,718                        |
| <b>Finance</b>   | 927,974                          | 1,003,398                                      | 1,003,398                                    | 1,042,138                        |
| <b>Legal</b>   | 637,981                          | 647,907  | 647,907                                      | 659,222                          |
| <b>Central Operations</b>  | 9,656,164                        | 10,586,392                                     | 10,914,487                                   | 11,573,303                       |
| <b>Human Resources</b>   | 1,200,946                        | 1,421,119                                      | 1,421,119                                    | 1,427,609                        |
| <b>Engineering</b>   | 4,574,582                        | 4,947,703                                      | 4,959,703                                    | 5,280,959                        |
| <b>Planning &amp; Environmental Concerns</b>   | 1,181,303                        | 1,673,412                                      | 2,341,854                                    | 2,256,990                        |
| <b>Traffic-Safety</b>  | 10,002,805                       | 11,959,412                                     | 15,934,611                                   | 13,610,326                       |
| <b>Highway Maintenance</b>   | 31,324,003                       | 32,434,194                                     | 38,665,323                                   | 38,477,253                       |
| <b>Non-Departmental</b>  | <u>22,884,192</u>                | <u>27,032,113</u>                              | <u>28,492,101</u>                            | <u>27,773,867</u>                |
| <b>Total Operating</b>   | <b>\$84,497,017</b>              | <b>\$93,897,412</b>                            | <b>\$106,597,265</b>                         | <b>\$104,509,024</b>             |
| <b>Road Improvement Program</b><br>(Contractor Payments & ROW)                       | \$44,940,983                     | \$49,685,000                                   | \$102,286,990                                | \$47,666,306                     |
| <b>Traffic Signal/ITS Projects</b><br>(Professional Services & Electrical Materials) | <u>2,713,475</u>                 | <u>3,275,000</u>                               | <u>3,275,000</u>                             | <u>3,075,000</u>                 |
| <b>TOTAL EXPENDITURES</b>  | <b>\$132,151,476</b>             | <b>\$146,857,412</b>                           | <b>\$212,159,255</b>                         | <b>\$155,250,330</b>             |

## Budget Exhibit A-3

### 2018/19 DEPARTMENTAL BUDGET - APPROPRIATION BY OBJECT Compared to 2016/17 Actual, 2017/18 Beginning Budget, and 2017/18 Amended Budget

|                                    | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|------------------------------------|---------------------------------|---|---|---------------------------------|
| <b>Board of Road Commissioners</b> |                                 |   |   |                                 |
| Total Salaries                     | \$37,495                        | \$41,000  | \$41,000  | \$47,000                        |
| Supplies, Materials & Parts        | 4                               | 250   | 250   | 250                             |
| Contracted Services                | 88,125                          | 90,000  | 90,000  | 90,000                          |
| Other Expenses                     | <u>29,754</u>                   | <u>24,388</u>                                       | <u>24,388</u>                                     | <u>41,045</u>                   |
|                                    | <b>\$155,378</b>                | <b>\$155,638</b>                                    | <b>\$155,638</b>                                  | <b>\$178,295</b>                |
| <b>Managing Director</b>           |                                 |   |   |                                 |
| Total Salaries                     | \$631,455                       | \$652,328   | \$652,328   | \$674,161                       |
| Supplies, Materials & Parts        | 42,650                          | 50,197  | 50,197  | 50,000                          |
| Contracted Services                | 80,103                          | 111,486   | 111,486   | 111,683                         |
| Other Expenses                     | 26,168                          | 37,500  | 37,500  | 37,500                          |
| Capital Outlay                     | <u>0</u>                        | <u>0</u>  | <u>0</u>  | <u>0</u>                        |
|                                    | <b>\$780,376</b>                | <b>\$851,511</b>                                    | <b>\$851,511</b>                                  | <b>\$873,344</b>                |
| <b>Customer Services</b>           |                                 |   |   |                                 |
| Total Salaries                     | \$1,054,837                     | \$1,082,587   | \$1,107,587                                       | \$1,240,368                     |
| Supplies, Materials & Parts        | 11,541                          | 13,626  | 13,626  | 17,850                          |
| Contracted Services                | 103,745                         | 85,000  | 85,000  | 91,500                          |
| Other Expenses                     | 1,191                           | 3,400   | 3,400   | 6,000                           |
| Capital Outlay                     | <u>0</u>                        | <u>0</u>  | <u>0</u>  | <u>0</u>                        |
|                                    | <b>\$1,171,314</b>              | <b>\$1,184,613</b>                                  | <b>\$1,209,613</b>                                | <b>\$1,355,718</b>              |
| <b>Finance</b>                     |                                 |   |   |                                 |
| Total Salaries                     | \$869,292                       | \$929,207   | \$929,207   | \$961,053                       |
| Supplies, Materials & Parts        | 12,312                          | 16,211  | 16,211  | 17,150                          |
| Contracted Services                | 43,457                          | 53,830  | 53,830  | 58,935                          |
| Other Expenses                     | 2,914                           | 4,150   | 4,150   | 5,000                           |
| Capital Outlay                     | <u>0</u>                        | <u>0</u>  | <u>0</u>  | <u>0</u>                        |
|                                    | <b>\$927,974</b>                | <b>\$1,003,398</b>                                  | <b>\$1,003,398</b>                                | <b>\$1,042,138</b>              |
| <b>Legal</b>                       |                                 |   |   |                                 |
| Total Salaries                     | \$544,889                       | \$563,790   | \$563,790   | \$577,962                       |
| Supplies, Materials & Parts        | \$34,805                        | \$56,851  | \$56,851  | \$37,745                        |
| Contracted Services                | \$52,288                        | \$20,766  | \$20,766  | \$37,015                        |
| Other Expenses                     | \$6,000                         | \$6,500   | \$6,500   | \$6,500                         |
| Capital Outlay                     | <u>\$0</u>                      | <u>\$0</u>  | <u>\$0</u>  | <u>\$0</u>                      |
|                                    | <b>\$637,981</b>                | <b>\$647,907</b>                                    | <b>\$647,907</b>                                  | <b>\$659,222</b>                |

## Budget Exhibit A-3

### 2018/19 DEPARTMENTAL BUDGET - APPROPRIATION BY OBJECT Compared to 2016/17 Actual, 2017/18 Beginning Budget, and 2017/18 Amended Budget

|  | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|--|---------------------------------|---|---|---------------------------------|
| <b>Central Operations</b>                    |                                 |   |   |                                 |
| Total Salaries                               | \$2,339,488                     | \$2,471,716   | \$2,471,716                                       | \$2,662,272                     |
| Supplies, Materials & Parts                  | 1,274,893                       | 2,567,900   | 2,366,717   | 2,651,450                       |
| Contracted Services                          | 344,835                         | 316,504   | 352,504   | 396,761                         |
| Other Expenses                               | 32,196                          | 41,000  | 41,000  | 42,000                          |
| Utilities                                    | 762,601                         | 870,270   | 617,040   | 635,552                         |
| Repair/Maintenance                           | 2,735,897                       | 2,991,102   | 2,991,102   | 3,097,602                       |
| Capital Outlay                               | <u>2,166,252</u>                | <u>1,327,900</u>                                    | <u>2,074,408</u>                                  | <u>2,087,666</u>                |
|  | <b>\$9,656,164</b>              | <b>\$10,586,392</b>                                 | <b>\$10,914,487</b>                               | <b>\$11,573,303</b>             |
| <b>Human Resources</b>                       |                                 |   |   |                                 |
| Total Salaries                               | \$1,017,847                     | \$1,172,984   | \$1,172,984                                       | \$1,199,172                     |
| Employee Benefits                            | 14,859                          | 25,700  | 25,700  | 25,700                          |
| Supplies, Materials & Parts                  | 24,575                          | 7,335   | 7,335   | 11,335                          |
| Contracted Services                          | 98,454                          | 178,400   | 178,400   | 148,700                         |
| Other Expenses                               | 45,212                          | 36,700  | 36,700  | 42,702                          |
| Capital Outlay                               | <u>0</u>                        | <u>0</u>  | <u>0</u>  | <u>0</u>                        |
|  | <b>\$1,200,946</b>              | <b>\$1,421,119</b>                                  | <b>\$1,421,119</b>                                | <b>\$1,427,609</b>              |
| <b>Engineering</b>                           |                                 |   |   |                                 |
| Total Salaries                               | \$4,399,563                     | \$4,802,289   | \$4,802,289                                       | \$5,086,063                     |
| Supplies, Materials & Parts                  | 58,306                          | 70,701  | 70,701  | 80,896                          |
| Contracted Services                          | 76,569                          | 41,263  | 41,263  | 55,500                          |
| Other Expenses                               | 33,044                          | 33,450  | 33,450  | 40,500                          |
| Capital Outlay                               | <u>7,100</u>                    | <u>0</u>  | <u>12,000</u>                                     | <u>18,000</u>                   |
|  | <b>\$4,574,582</b>              | <b>\$4,947,703</b>                                  | <b>\$4,959,703</b>                                | <b>\$5,280,959</b>              |
| <b>Planning &amp; Environmental Concerns</b> |                                 |   |   |                                 |
| Total Salaries                               | \$684,644                       | \$885,759   | \$885,759   | \$910,281                       |
| Supplies, Materials & Parts                  | 24,387                          | 67,333  | 82,333  | 111,800                         |
| Contracted Services                          | 454,069                         | 601,120   | 755,332   | 776,559                         |
| Other Expenses                               | 6,759                           | 31,200  | 284,430   | 368,350                         |
| Capital Outlay                               | <u>11,444</u>                   | <u>88,000</u>                                       | <u>334,000</u>                                    | <u>90,000</u>                   |
|  | <b>\$1,181,303</b>              | <b>\$1,673,412</b>                                  | <b>\$2,341,854</b>                                | <b>\$2,256,990</b>              |
| <b>Traffic-Safety</b>                        |                                 |   |   |                                 |
| Total Salaries                               | \$4,923,435                     | \$5,140,401   | \$5,140,401                                       | \$5,532,848                     |
| Supplies, Materials & Parts                  | 1,318,251                       | 1,570,042   | 2,502,119   | 1,639,047                       |
| Contracted Services                          | 2,607,664                       | 3,761,413   | 5,761,379   | 4,939,875                       |
| Other Expenses                               | 44,959                          | 28,500  | 31,500  | 32,000                          |
| Utilities                                    | 614,790                         | 833,500   | 830,500   | 520,000                         |
| Repair/Maintenance                           | 4,567                           | 10,000  | 10,000  | 10,000                          |
| Capital Outlay                               | <u>489,138</u>                  | <u>615,556</u>                                      | <u>1,658,712</u>                                  | <u>936,556</u>                  |
|  | <b>\$10,002,805</b>             | <b>\$11,959,412</b>                                 | <b>\$15,934,611</b>                               | <b>\$13,610,326</b>             |

## Budget Exhibit A-3

**2018/19 DEPARTMENTAL BUDGET - APPROPRIATION BY OBJECT**  
**Compared to 2016/17 Actual, 2017/18 Beginning Budget, and 2017/18 Amended Budget**

|  | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|--|---------------------------------|---|---|---------------------------------|
| <b>Highway Maintenance</b>   |                                 |   |   |                                 |
| Total Salaries   | \$10,356,842                    | \$10,469,785  | \$10,749,484                                      | \$11,752,790                    |
| Supplies, Materials & Parts  | 5,344,336                       | 6,024,000   | 5,533,597   | 4,627,318                       |
| Contracted Services  | 13,228,293                      | 11,698,960  | 13,919,892  | 15,727,500                      |
| Other Expenses   | 20,108                          | 16,500  | 16,500  | 23,700                          |
| Repair/Maintenance   | 700                             | 5,000   | 5,000   | 5,000                           |
| Capital Outlay   | <u>2,373,724</u>                | <u>4,219,949</u>                                    | <u>8,440,850</u>                                  | <u>6,340,945</u>                |
|  | <b>\$31,324,003</b>             | <b>\$32,434,194</b>                                 | <b>\$38,665,323</b>                               | <b>\$38,477,253</b>             |
| <b>Non-Departmental</b>  |                                 |   |   |                                 |
| Employee Benefits  | \$21,249,062                    | \$24,462,602  | \$25,922,590                                      | \$25,694,867                    |
| Supplies, Materials, & Parts   | 104,743                         | 207,000   | 207,000   | 163,000                         |
| Other Expenses   | 1,530,387                       | 2,362,511   | 2,362,511   | 1,916,000                       |
| Debt Service   | <u>0</u>                        | <u>0</u>  | <u>0</u>  | <u>0</u>                        |
|  | <b>\$22,884,192</b>             | <b>\$27,032,113</b>                                 | <b>\$28,492,101</b>                               | <b>\$27,773,867</b>             |
| <b>Total Operating Funds</b>   | <b>\$84,497,017</b>             | <b>\$93,897,412</b>                                 | <b>\$106,597,265</b>                              | <b>\$104,509,024</b>            |
| <b>Road Improvement Program</b><br>(Contractor Payments & ROW)                       | \$44,940,983                    | \$49,685,000  | \$102,286,990                                     | \$47,666,306                    |
| <b>Traffic Signal/ITS Projects</b><br>(Professional Services & Electrical Materials) | <u>2,713,475</u>                | <u>3,275,000</u>                                    | <u>3,275,000</u>                                  | <u>3,075,000</u>                |
| <b>Total Expenditures</b>  | <b>\$132,151,476</b>            | <b>\$146,857,412</b>                                | <b>\$212,159,255</b>                              | <b>\$155,250,330</b>            |

## Budget Exhibit A-4

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### Fiscal Year 2018/19

#### Appropriation Summary - - Operating by Object

|                             |                      |
|-----------------------------|----------------------|
| Salaries                    | \$30,643,970         |
| Supplies, Materials & Parts | 9,407,841            |
| Contracted Services         | 22,434,028           |
| Other                       | 2,561,297            |
| Utilities                   | 1,155,552            |
| Repair/Maintenance          | 3,112,602            |
| Capital Outlay              | 9,473,167            |
| Employee Benefits           | 25,720,567           |
| Debt Service                | <u>0</u>             |
| <b>TOTAL</b>                | <b>\$104,509,024</b> |

## Budget Exhibit A-5

### 2018/19 Budget Appropriation Summary - - Salaries

|                                     | <u>Base</u>         | <u>Retention</u> | <u>Overtime</u>    | <u>Seasonal</u>  | <u>Total</u>        |
|-------------------------------------|---------------------|------------------|--------------------|------------------|---------------------|
| Board of Road Commissioners         | \$47,000            | \$0              | \$0                | \$0              | \$47,000            |
| Managing Director                   | 662,661             | 1,500            | 10,000             | 0                | 674,161             |
| Customer Services                   | 1,125,818           | 9,550            | 105,000            | 0                | 1,240,368           |
| Finance                             | 898,853             | 7,200            | 55,000             | 0                | 961,053             |
| Legal                               | 572,862             | 1,600            | 3,500              | 0                | 577,962             |
| Central Operations                  | 2,335,972           | 22,350           | 303,950            | 0                | 2,662,272           |
| Human Resources                     | 458,622             | 550              | 40,000             | 700,000          | 1,199,172           |
| Engineering                         | 4,165,716           | 39,847           | 880,500            | 0                | 5,086,063           |
| Planning and Environmental Concerns | 885,431             | 1,850            | 23,000             | 0                | 910,281             |
| Traffic-Safety                      | 4,772,448           | 51,400           | 709,000            | 0                | 5,532,848           |
| Highway Maintenance                 | <u>9,732,854</u>    | <u>87,650</u>    | <u>1,932,286</u>   | <u>0</u>         | <u>11,752,790</u>   |
| <b>Subtotal</b>                     | <b>\$25,658,237</b> | <b>\$223,497</b> | <b>\$4,062,236</b> | <b>\$700,000</b> | <b>\$30,643,970</b> |
| Attrition (non-departmental)        |                     |                  |                    |                  | <u>(500,000)</u>    |
| <b>TOTAL</b>                        |                     |                  |                    |                  | <b>\$30,143,970</b> |

## Budget Exhibit A-6

### 2018/19 Budget

#### Appropriation Summary - - Fringe Benefits

|   |                     |
|---|---------------------|
| Dental Insurance  | \$376,583           |
| Medical Insurance   | 9,958,482           |
| Life Insurance  | 96,963              |
| Vision Care Insurance                                     | 59,116              |
| Flexible Spending Administration                          | 8,500               |
| Cobra Admin-TP Sourcing                                   | 6,900               |
| Retirement  | 5,500,000           |
| Post Employment Benefits-Employer Contribution/Actuarials | 2,697,494           |
| Social Security   | 2,572,987           |
| Unemployment Insurance                                    | 32,000              |
| Workers' Compensation                                     | 210,000             |
| Sick Leave Redemption                                     | 125,000             |
| Annual Leave Redemption                                   | 400,000             |
| Workers' Compensation Self-Insurance                      | 764,542 *           |
| Prescription Drugs  | 3,010,836           |
| Consumerism Bundle  | 44,280              |
| Medical Exams/Wellness Program                            | <u>49,700</u> **    |
| <b>TOTAL</b>  | <b>\$25,913,383</b> |
| * Included in Department Budget                           | \$192,816           |
| Non-Departmental Appropriation                            | \$571,726           |
| ** Included in Department Budget                          | \$25,700            |
| Non-Departmental Appropriation                            | \$24,000            |

# 2018/19 Summary of Expenditures

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## **A Year of Continued Cost**

In 2015, the state Legislature adopted a road funding package that increased the Michigan Transportation Funding for the first time in decades. Regardless, to ensure that the agency continues to operate as efficiently as possible, its program of aggressive cost containment in all cost categories will continue in the current fiscal year.

Departments have been required to critically re-examine procedures and practices and to identify innovative ways to achieve desired results. The objective of these re-assessments is to identify those costs which can be reduced with minimal impact on delivery of services and the achievement of other strategic goals and objectives. Every effort has been made to achieve fiscal stability without loss of productivity and with the least possible impact on service to the customer.

## **Cost Containment Strategies**

Strategies which focus on goal achievement have been pursued vigorously, while taking into consideration rate of return, ease and speed of implementation, organizational impact and long-term consequences.

RCOC is focusing on:

- Monitoring major expenditures for cost effectiveness.
- Re-assessing ongoing operations for cost-cutting opportunities.
- Identifying strategies whose implementation will bring quick results in the short-term with minimum detriment to organizational efficiency.
- Avoiding disruptive actions that, while cost-efficient, result in inefficiencies.

The cost-containment strategies reflected in the current fiscal year budget are:

- Re-assessment of standards and practices.
- Privatization of selected road maintenance activities.
- Re-assessment of health care and risk management.
- Leveraging funds through aggressive matching with other agencies and private developers.

# 2018/19 Summary of Expenditures

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## **Operating Departments**

RCOC's budgeting process is accomplished on a departmental basis. In large measure, these departments closely parallel major cost strategies associated with road safety, traffic and highway maintenance improvements.

### **Central Operations**

The Central Operations Department (COD) accounts for 7.5 percent of the total RCOC yearly expenditures. There are 41 positions budgeted in the COD department for the fiscal year 2018/19. COD is comprised of the Equipment Repair District, Buildings and Grounds District, Fleet Management and the Purchasing Division including inventory control.

Fleet maintenance and repair are crucial to decisions regarding capital expenditures and preservation of levels of service. The state of readiness of the equipment fleet is one of three interrelated elements in the effective delivery of service to the customer. The other two elements are manpower and material requirements.

A reduction in any one of these three elements significantly affects the remaining two. If vehicles are not available, manpower and materials cannot be utilized. If materials are reduced, vehicles and manpower are not used to capacity. Reduction in the labor force leaves equipment underutilized and materials undelivered.

The expenditures for road equipment may include the fleet of cars, pickups, trucks, heavy maintenance vehicles and traffic safety equipment. Also included are trailers, plows, mowers, barricades, bucket loaders, motor graders and miscellaneous equipment.

In past years, RCOC has maintained its road equipment on a rotational discard (DX) schedule. While COD has been able to increase the useful life of some equipment through tightened specifications and aggressive preventive maintenance practices, the department has, by necessity, reduced expenditures and stretched the life of equipment on hand.

Using industry standards, size, composition and the value of its fleet, RCOC should replace approximately \$5 million of equipment per year. The road equipment budget for fiscal year 2018/19 has several large equipment replacements. The cost of the replacements more than meets minimum recommended fleet investment with a total investment of \$8,101,991.

# 2018/19 Summary of Expenditures

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## Operating Departments (continued)

### Engineering

The Engineering Department has 68 positions budgeted in the current fiscal year.

Engineering and road improvement activities account for 34.1 percent of RCOC's expenditures. The types of projects included in the Road Improvement Program (RIP) each year include: road and intersection widening, roundabouts, road reconstruction and resurfacings, bridge rehabilitation and replacement, and gravel road paving. In the fiscal year 2018/19 the department plans to complete over \$47 million in road improvements.

The Engineering Department is responsible for coordination of the Tri-Party Program which includes one third funding from each of the following: the County of Oakland, RCOC and the participating local community. This popular program, started in 1973, leverages available road funds and is responsible for numerous road improvements throughout Oakland County. The department also oversees all culvert and bridge inspections as part of the Bridge Management System and conducts road ratings utilizing the Pavement Surface Evaluation and Rating (PASER) system on all paved county roads. Information gathered from these evaluations as well as traffic and safety data, is instrumental in RCOC's selection of road, bridge and intersection improvements. The Engineering Department coordinates the design of the road and bridge improvements, purchases the right of way when needed and oversees the construction by providing survey, inspection and testing of all materials.

Efforts to secure available federal, state and local funding remains a key function of the Engineering Department. Numerous resurfacing, reconstruction and widening projects have been funded by applications submitted to the Oakland County Federal Aid Committee. In addition, successful grant applications have been submitted to the State of Michigan under the Transportation Economic Development Fund and Local Bridge Fund for various projects. The department also works with local communities to leverage all available funds for all phases of project implementation.

Other road improvements which are not included in the RIP include subdivision road construction through the establishment of a Special Assessment Districts (SAD). This program allows residents to establish an assessment district to fund their subdivision road improvements, with the costs spread over 10 years.

# 2018/19 Summary of Expenditures

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## **Operating Departments (continued)**

### **Planning and Environmental Concerns**

The Planning and Environmental Concerns Department (PEC) will have 12 employees budgeted in the current fiscal year. The PEC Department handles Information Systems, Systems Planning and Environmental Concerns.

The cost to maintain computer operations and transportation planning activities accounts for approximately 1.5 percent of RCOC's annual expenditures.

The PEC budget includes all the computer hardware, software, training and consulting services for individual users, departments and the agency. In addition, funding for special computer-related projects, benefiting the entire agency, are found in this budget and referenced in the Three-Year Computer Plan. Such items include the Geographic Information System (GIS), the Electronic Document Management System, the Cityworks module, the RCOC website, the Internet Service Provider and the Intranet website.

The department works closely with the Managing Director's Office, the County Highway Engineer and the Public Information Officer on long-range transportation plans, corridor studies, funding proposals, revenue options, strategic plans, performance audits, legislative efforts and as a liaison to many sister agencies doing road planning and construction.

In the current fiscal year, PEC will continue to coordinate the distribution of federal aid funds to local agencies by chairing and providing staff support to the Oakland County Federal Aid Task Force. This involves leading several meetings of the Technical Review Committee, the Funding Committee and the full Task Force. The four-year Transportation Improvement Program (TIP) will result from these efforts.

PEC supports the Managing Director's Office on the Strategic Planning Process. The department will implement the Precision Enterprise Resource Planning (ERP) application, upgrade agency computers and software, and manage the Road Safety Audit process.

The department's Environmental Concerns Division will ensure that all state and federal policies are being followed regarding soil erosion, wetland permits, hazardous waste, environmental assessments and the Natural Beauty Road program.

The PEC will continue to administer the Municipal Separate Storm Sewer System (MS4) storm water permit along with all the environmental rules and regulations that accompany the permit. Also, the division will assure that the agency is following all the proper environmental guidelines, meeting the requirements associated with each project.

# 2018/19 Summary of Expenditures

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## **Operating Departments (continued)**

### **Traffic-Safety**

The Traffic-Safety Department will have a budgeted staff of 82 employees in the current fiscal year.

The Traffic-Safety budget includes costs for installing and maintaining traffic signals, traffic signs, guardrail, pavement markings and other traffic control and safety devices. The development, implementation and maintenance of the Intelligent Transportation Systems (ITS) FAST-TRAC program is also the domain of the department.

The Traffic-Safety Department, including signal projects, accounts for approximately 10.8 percent of the total expenditures of RCOC. Traffic-Safety is annually responsible for about 150,000 traffic signs, with material costs for installation and repair on 15,500 signs budgeted at \$453,247. Traffic-Safety manages the \$3.1 million Signal Projects program which includes Traffic Operations Center (TOC), a federal safety project, wireless communications for the FAST-TRAC program and LED signal re-lamping.

A traffic management system is in place to provide an inventory of traffic signs. The program tracks the maintenance and replacement of traffic signs. Traffic-Safety began implementation of a pavement marking management program to manage legends and striping work throughout the county.

The Signal Systems Division of the Traffic-Safety Department has developed a Traffic Signal Management system that provides an inventory of the traffic signals maintained on county, MDOT and city roads by RCOC, and allows staff to quickly obtain asset information such as hardware type, approach pictures, signal timings, layouts and other pieces of information.

In the current fiscal year, RCOC will continue the development of the comprehensive Transportation Information Management System (TIMS), including an updated traffic website. TIMS includes data from MDOT freeway operations, work performed by contractors under RCOC-issued permits and construction projects.

# 2018/19 Summary of Expenditures

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## Operating Departments (continued)

### Highway Maintenance

The Highway Maintenance Department will have a budgeted staff of 182 employees in the current fiscal year. The Highway Maintenance Department accounts for 24.8 percent of RCOC's total expenditures. The department is responsible for the maintenance of the largest county roadway system in the state.

Thanks to the increase in MTF state collected fuel taxes and vehicle registration fees, the Highway Maintenance department can budget \$11.3 million of asphalt resurfacing and concrete repair work for fiscal year 2018/19.

Major activities on more than 2,700 miles of roadway include surface maintenance (patching, base repair, grading, sweeping, dust control, etc.), roadside maintenance (ditching, brush control, mowing, etc.) and snow removal. In the current fiscal year, RCOC will spend \$335,000 on gravel and slag materials to patch and re-gravel sections of gravel roads and shoulders.

The department has budgeted about 9,030 tons of hot and cold patching materials, 19,526 tons of gravel and slag, and 70,000 tons of snow-control salt and sand chloride. The department typically installs approximately one mile of new culverts yearly and applies over 7 million gallons of chloride solution for winter de-icing, and controlling dust providing soil stabilization on gravel roads in the summer. This department is also the largest user of RCOC's fleet of heavy and specialized equipment.

The rising costs of metal products, culvert pipes, float blades, and equipment continues to challenge the Highway Maintenance Department. The department also expects a four percent increase in the cost of gravel and slag materials. The unpredictability of Oakland County winters sometimes requires additional reserves for overtime and materials. These contingencies make trends in maintenance costs difficult to interpret and project.

These increased costs reduce the amount of new equipment and materials that the Highway Maintenance Department can purchase. RCOC must maintain older equipment longer and be very conscious of when and where it uses its materials. The challenge for the Highway Maintenance Department is to continue to offer the high level of service that the public has been accustomed to over the years despite the ever-tightening budget.

RCOC will again utilize the Fleet Management System. The Fleet Management System involves using the latest technology to monitor weather and pavement conditions, track the real-time location of vehicles and coordinate winter maintenance activities across county boundaries.

# 2018/19 Summary of Expenditures

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## **Operating Departments (continued)**

### **Highway Maintenance (continued)**

Approximately 144 RCOC winter maintenance vehicles are now equipped with the Fleet Management System. These vehicles are located in all districts. The benefits from this project include a reduction in salt use and improved roadway safety through quicker response.

The Highway Maintenance Department anticipates the need for cost reductions by searching for alternative, less expensive materials and implementing cost-cutting work methods and equipment modifications. For years, RCOC brine wells have eliminated the need for purchasing liquid chloride for dust control and made it possible for RCOC to pass these cost savings on to our customers, the local units of government and residents. In fiscal year 2017/18 RCOC again purchased dump trucks equipped with wing plows. These wing plows allow the driver to cover additional lane widths reducing the number of passes required, and thus reducing the time spent on a snow route.

### **Non-Departmental**

The Non-Departmental budget represents approximately 17.9 percent of RCOC's annual expenditures. This includes the various insurance and self-insurance coverages for RCOC (risk management), fringe benefits, debt service and RCOC's contingency.

The current fiscal year Non-Departmental budget includes \$2,697,494 to continue recommended funding for Governmental Accounting Standards Board Pronouncement 75 (GASB 75) for the reporting of Other Post-Employment Benefits (OPEB) costs. GASB 75 concerns the timing of recognition of future retiree health-care expenses and recommends the "pre-funding" of those benefits.

# 2018/19 OVERVIEW

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## FINANCIAL PICTURE FOR 2018/19

When it comes to funding its roads, Michigan has failed. For the last 50-plus years, Michigan has ranked among the bottom states in the nation in per capita state and local road funding. This has been evident in recent years as Michigan's road system has deteriorated. This situation is documented by the Michigan Transportation Asset Management Council's (MTAMC) review of the system. According to the most current data from the MTAMC, only 10 percent of roads under the jurisdiction of RCOC are rated as good condition, 24 percent are in fair condition and 66 percent are in poor condition. Bridges under the RCOC jurisdiction fair a bit better, with 41 percent rated "Good", 35 percent "Fair" and 24 percent "Poor"; however, 24 percent of bridges are classified as "structurally deficient." Inadequate investment in the road system today will mean not only accelerated deterioration of roads, but increased future maintenance costs. The primary causes for this are:

**A history of underfunding:** According to US Census Bureau data, for more than 50 years, Michigan has been among the bottom 10 states in the nation in per capita state and local road funding.

**Declining revenues:** Before leveling off during the last couple of years Michigan's road funding declined, in real dollars, for much of the last 10 years, following nearly a decade of stagnant revenues. This stagnation and decline resulted in a significant drop in purchasing power.

**Rising costs:** The costs associated with constructing and maintaining roads are increasing dramatically (most are increasing far more than the rate of consumer inflation).

**Aging infrastructure:** Michigan's road infrastructure is aging rapidly, and the state's road agencies' current maintenance efforts cannot keep pace with the resulting deterioration.

**Rising demand:** Despite Michigan's slow population growth in recent years and a temporary decline in vehicle miles traveled (VMT) due to the state's recent economic struggles, demand for its roads is expected to continue rising in the long term. The fact that vehicles continue to become more fuel efficient, and the increase in the number of electric powered vehicles developed and purchased, means these increased miles of travel will generate less and less revenue per mile of travel under the current funding methodology.

# 2018/19 OVERVIEW

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## FINANCIAL PICTURE FOR 2018/19 (CONTINUED)

After declining or being flat for many years, RCOC's revenue from state-collected sources has increased in the last couple of years due to legislation passed in 2015 to increase the fuel tax and vehicle registration fees. As is the case for all road agencies in the state, these are the dollars that RCOC uses to maintain its road system. However, during that same period, many of the agency's costs associated with road maintenance increased significantly. Some examples of the rate of increase for some of these costs between 2007 and 2017 are:

- 12-yard dump truck increased 21.63 percent.
- Asphalt increased 55.0 percent.
- Cold patch increased 28.6 percent.
- Salt increased 21.3 percent.

Obviously, when expenses increase much more than revenues, something must give. In RCOC's situation, staffing levels have fallen by 20 percent since 2007, reducing the level of road maintenance the agency can perform. This will cause the road system to deteriorate more rapidly, while reducing quality of life for residents and causing the business community to suffer.

The impact of the condition of the road system (including all of its elements) on residents' quality of life and the state's economic health is tremendous. As the Texas Transportation Institute and others have pointed out, motorists and businesses pay a significant price for bad roads. This price includes:

- Costs of repairing vehicles damaged by pothole-riddled roads.
- Lost hours of potentially productive time for commuters stuck in traffic (i.e. a hidden "congestion" tax).
- Businesses unable to deliver goods and services in a timely manner due to crumbling and/or congested roads.
- Loss of existing businesses and jobs.
- Difficulty attracting new talent, new businesses and new jobs to the state.

## OUTLOOK

The current fiscal challenges facing RCOC do not lend themselves to easy solutions. With the new road funding package passed in November 2015, RCOC saw an increase in revenues due to a 7.3 cents per gallon increase in the gas tax and a 11.3 cents per gallon increase in the diesel tax that began in 2017. Additionally, a 20 percent increase in vehicle registration fees began in January 2017.

To improve cost efficiency, RCOC is continuing to implement new job models. For example, during the winter, a temporary part-time crew assists with the important winter maintenance activities to keep staffing-related expenses down. Also, capital outlay investments geared towards improving snowplowing, gravel road grading and signal-maintenance services are being implemented.

## **2018/19 Summary of Debt**

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### **SUMMARY EXPLANATION OF DEBT**

For fiscal year 2018/19, RCOC does not intend to issue any Michigan Transportation Revenue notes.

# Summary of Debt

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## SUMMARY OF FUNDED DEBT

| Description of Debt                           | Fund Servicing<br><u>Debt</u> | Debt Outstanding<br><u>9/30/2018</u> | 2018/19<br>Debt Service Payments |                 |
|---|-------------------------------|--------------------------------------|----------------------------------|-----------------|
|   |                               |                                      | <u>Principal</u>                 | <u>Interest</u> |
| Michigan Transportation<br>Fund Revenue Notes | SAD Fund                      | \$0                                  | \$0                              | \$0             |

### 2018/19 DEBT SERVICE

|                           | <u>Road Fund</u> | <u>SAD Fund</u> |
|---------------------------|------------------|-----------------|
| Principal                 | \$0              | \$0             |
| Interest                  | <u>0</u>         | <u>0</u>        |
| <b>TOTAL DEBT SERVICE</b> | <b>\$0</b>       | <b>\$0</b>      |

## Change in Fund Balance

### ROAD FUND

#### Statement of Change in Fund Balance

|  | <b>Actual<br/>Fiscal Year<br/>Ending 9/30/17</b> | <b>Budget<br/>As Adopted<br/>2017/18</b> | <b>Amended<br/>Budget<br/>2017/18</b> | <b>Budget<br/>Fiscal Year<br/>Ending 9/30/19</b> |
|--|--|--|---------------------------------------|--|
| <b>Beginning Fund Balance</b>                | <b>\$54,508,002</b>                              | <b>\$61,099,907</b>                      | <b>\$61,099,907</b>                   | <b>\$35,110,598</b>                              |
| <b>Revenue</b>                               | 138,747,085                                      | 140,818,300                              | 186,169,946                           | 155,250,330                                      |
| <b>Expenditures</b>                          | <u>132,155,180</u>                               | <u>146,857,412</u>                       | <u>212,159,255</u>                    | <u>155,250,330</u>                               |
| <b>Revenue over (under)<br/>Expenditures</b> | 6,591,905  | (6,039,112)                              | (25,989,309)                          | 0  |
| <b>Ending Fund Balance</b>                   | <b>\$61,099,907</b>                              | <b>\$55,060,795</b>                      | <b>\$35,110,598</b>                   | <b>\$35,110,598</b>                              |

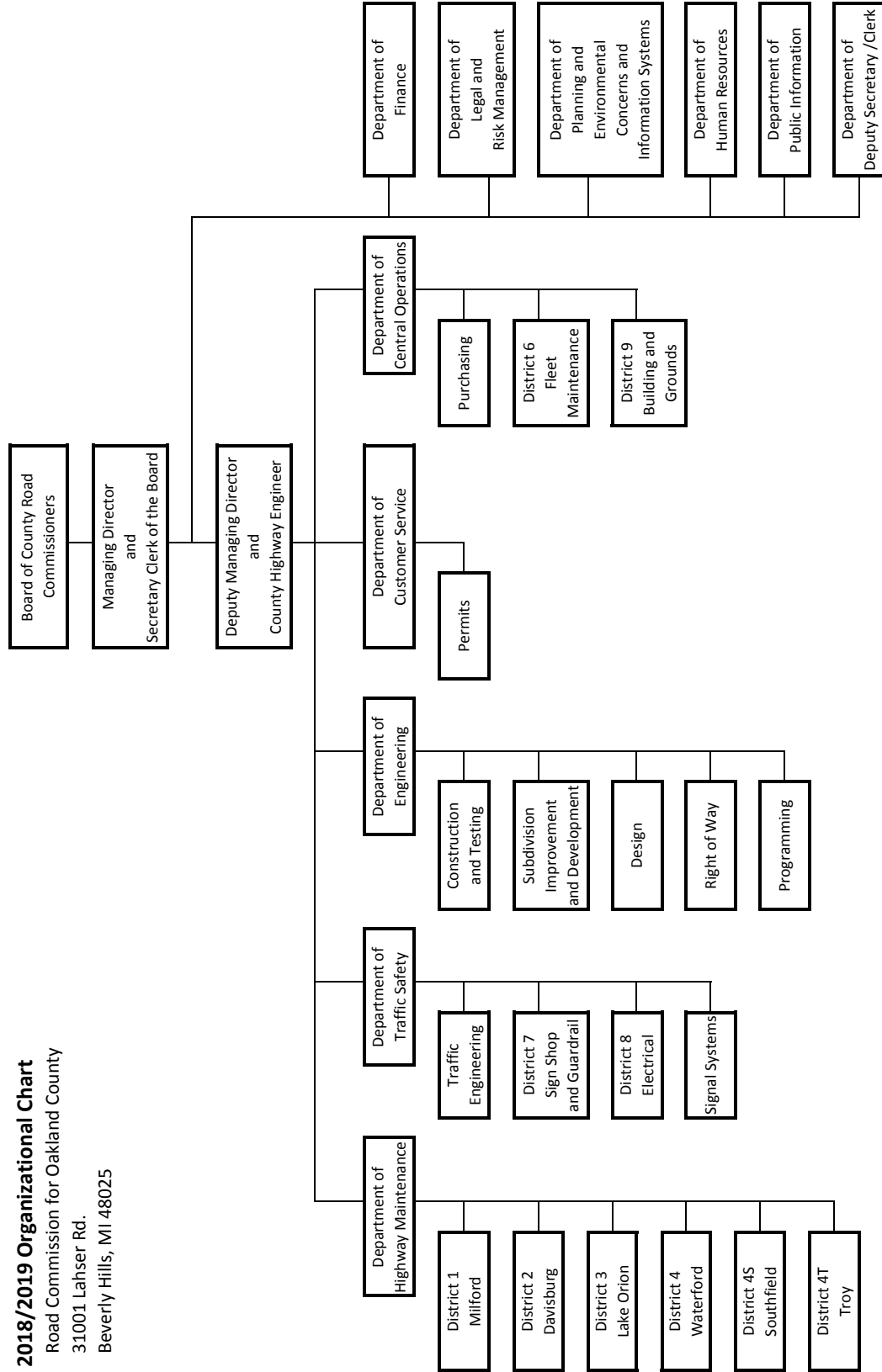
**Analysis of 9/30/17 Ending Fund Balance:**

|   |              |
|---|--------------|
| Capital Outlay and Contracted Services              | \$11,290,953 |
| Building Fund                                       | 2,482,890    |
| Future Years' Tri-Party Construction Participation  | 6,500,000    |
| Reserved or Designated for Construction in Progress | 18,960,042   |
| Non-Spendable Inventory                             | 4,676,522    |
| Non-Spendable Prepaid Assets                        | 2,157,323    |
| Reserved for Long-Term Portion of Provisions for:   |              |
| Post-employment Benefits                            | 11,347,697   |
| Uninsured Loss                                      | 827,480      |
| Compensated Absences                                | 2,857,000    |

|              |                     |
|--------------|---------------------|
| <b>Total</b> | <b>\$61,099,907</b> |
|--------------|---------------------|

**2018/2019 Organizational Chart**

Road Commission for Oakland County  
 31001 Lahser Rd.  
 Beverly Hills, MI 48025



# BUDGETED POSITIONS



## 2018/19 Budgeted Positions

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### OVERVIEW

The RCOC had 552 budgeted positions in its fiscal year 2007/08 budget. Due to shrinking MTF revenue and significantly increases expenses since the fiscal year 2007/08, the RCOC was forced to reduce or eliminate many activities and expenditures. This impacted RCOC's required staffing levels.

There are 440 budgeted positions for fiscal year 2018/19. This is an increase of 30 positions over the previous year's budget. The following exhibit (A-7) shows budgeted positions for fiscal year 2018/19.

Fringe benefit line items in the Non-Department budget reflect the current staffing level. The Non-Departmental budget includes \$500,000 for salaries not expected to be expended due to the normal process of filling any position vacancies. The fiscal year, the Human Resources budget includes \$700,000 for seasonal/temporary part-time winter maintenance drivers.

## **2018/19 BUDGETED POSITIONS**

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Fiscal Years 2014/15 - 2018/19

|  | <u>2014/15<br/>Amended<br/>Budget</u> | <u>2015/16<br/>Amended<br/>Budget</u> | <u>2016/17<br/>Amended<br/>Budget</u> | <u>2017/18<br/>Amended<br/>Budget</u> | <u>2018/19<br/>Budget</u> |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------|
| <b>Managing Director</b>               | 6                                     | 6                                     | 8                                     | 8                                     | 8                         |
| <b>Customer Services</b>               | 14                                    | 14                                    | 17                                    | 18                                    | 20                        |
| <b>Finance</b>                         | 14                                    | 14                                    | 14                                    | 14                                    | 14                        |
| <b>Legal</b>                           | 7                                     | 7                                     | 7                                     | 7                                     | 7                         |
| <b>Human Resources</b>                 | 5                                     | 5                                     | 5                                     | 6                                     | 6                         |
| <b>Central Operations</b>              | 48                                    | 48                                    | 39                                    | 39                                    | 41                        |
| <b>Engineering</b>                     | 61                                    | 61                                    | 62                                    | 65                                    | 68                        |
| <b>Planning &amp; Environ Concerns</b> | 11                                    | 11                                    | 11                                    | 12                                    | 12                        |
| <b>Traffic-Safety</b>                  | 72                                    | 72                                    | 73                                    | 78                                    | 82                        |
| <b>Highway Maintenance</b>             | <u>152</u>                            | <u>152</u>                            | <u>162</u>                            | <u>163</u>                            | <u>182</u>                |
| <b>BUDGETED POSITIONS</b>              | <b>390</b>                            | <b>390</b>                            | <b>398</b>                            | <b>410</b>                            | <b>440</b>                |

## 2018/19 Budget Exhibit A-7

| BUDGETED POSITIONS                            | MANAGING DIRECTOR | CUSTOMER SERVICES | FINANCE | LEGAL | HUMAN RESOURCES | CENTRAL OPERATIONS | ENGINEERING | PLANNING & ENVIRONMENTAL CONCERNS | TRAFFIC-SAFETY | HIGHWAY MAINTENANCE | TOTAL |
|---|-------------------|-------------------|---------|-------|-----------------|--------------------|-------------|-----------------------------------|----------------|---------------------|-------|
| ACCOUNT CLERK                                 |                   |                   | 4       |       |                 | 1                  |             |                                   | 1              | 1                   | 7     |
| ACCOUNTANT                                    |                   |                   | 4       |       |                 |                    |             |                                   |                |                     | 4     |
| ACCOUNTING SUPERVISOR                         |                   |                   | 1       |       |                 |                    |             |                                   |                |                     | 1     |
| ADMINISTRATIVE ASSISTANT TO MANAGING DIRECTOR | 1                 |                   |         |       |                 |                    |             |                                   |                |                     | 1     |
| ASSISTANT GENERAL COUNSEL                     |                   |                   |         | 1     |                 |                    |             |                                   |                |                     | 1     |
| AUGER OPERATOR                                |                   |                   |         |       |                 |                    |             |                                   | 2              |                     | 2     |
| BRINE WELL FIELD SPECIALIST                   |                   |                   |         |       |                 |                    |             |                                   |                | 1                   | 1     |
| BUDGET SUPERVISOR                             |                   |                   | 1       |       |                 |                    |             |                                   |                |                     | 1     |
| BUILDING MAINTENANCE LABORER                  |                   |                   |         |       |                 | 3                  |             |                                   |                |                     | 3     |
| CHIEF WEIGHMASTER                             |                   | 1                 |         |       |                 |                    |             |                                   |                |                     | 1     |
| CIVIL ENGINEER I                              |                   | 1                 |         |       |                 |                    | 1           |                                   |                |                     | 2     |
| CIVIL ENGINEER II                             |                   |                   |         |       |                 |                    | 3           |                                   | 5              | 1                   | 9     |
| CIVIL ENGINEER III                            |                   |                   |         |       |                 |                    | 8           |                                   | 2              | 1                   | 11    |
| CIVIL ENGINEER III-SIGNAL SYSTEMS             |                   |                   |         |       |                 |                    |             |                                   | 2              |                     | 2     |
| COMMISSION RECEPTIONIST                       | 1                 |                   |         |       |                 |                    |             |                                   |                |                     | 1     |
| COMPUTER PROGRAMMER II                        |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |
| COMPUTER TECHNICIAN                           |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |
| CONSTRUCTION ENGINEER                         |                   |                   |         |       |                 |                    | 1           |                                   |                |                     | 1     |
| CONTRACT                                      |                   |                   |         |       |                 |                    |             |                                   |                |                     |       |
| ADMINISTRATION/FORESTRY                       |                   |                   |         |       |                 |                    |             |                                   |                | 1                   | 1     |
| CREW LEADER                                   |                   |                   |         |       |                 | 1                  |             |                                   |                | 1                   | 2     |
| CREW LEADER - CHLORIDE                        |                   |                   |         |       |                 |                    |             |                                   |                | 2                   | 2     |

## 2018/19 Budget Exhibit A-7

| BUDGETED POSITIONS                            | MANAGING DIRECTOR | CUSTOMER SERVICES | FINANCE | LEGAL | HUMAN RESOURCES | CENTRAL OPERATIONS | ENGINEERING | PLANNING & ENVIRONMENTAL CONCERNS | TRAFFIC-SAFETY | HIGHWAY MAINTENANCE | TOTAL |
|---|-------------------|-------------------|---------|-------|-----------------|--------------------|-------------|-----------------------------------|----------------|---------------------|-------|
| CREW LEADER - FORESTRY                        |                   |                   |         |       |                 |                    |             |                                   |                | 4                   | 4     |
| CUSTOMER SERVICE CLERK                        |                   | 5                 |         |       |                 |                    |             |                                   |                |                     | 5     |
| DEPUTY GENERAL COUNSEL                        |                   |                   |         | 1     |                 |                    |             |                                   |                |                     | 1     |
| DEPUTY MANAGING DIRECTOR                      | 1                 |                   |         |       |                 |                    |             |                                   |                |                     | 1     |
| DEPUTY SECRETARY CLERK                        | 1                 |                   |         |       |                 |                    |             |                                   |                |                     | 1     |
| DESIGN ENGINEER                               |                   |                   |         |       |                 |                    | 1           |                                   |                |                     | 1     |
| OPERATIONS                                    |                   |                   |         |       |                 | 1                  |             |                                   |                |                     | 1     |
| DIRECTOR OF CUSTOMER SERVICE                  |                   | 1                 |         |       |                 |                    |             |                                   |                |                     | 1     |
| DIRECTOR OF ENGINEERING                       |                   |                   |         |       |                 |                    | 1           |                                   |                |                     | 1     |
| DIRECTOR OF FINANCE                           |                   |                   | 1       |       |                 |                    |             |                                   |                |                     | 1     |
| DIRECTOR OF HIGHWAY MAINTENANCE               |                   |                   |         |       |                 |                    |             |                                   |                | 1                   | 1     |
| DIRECTOR OF HUMAN RESOURCES                   |                   |                   |         |       | 1               |                    |             |                                   |                |                     | 1     |
| DIRECTOR OF PLANNING & ENVIRONMENTAL CONCERNS |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |
| DIRECTOR OF TRAFFIC SAFETY                    |                   |                   |         |       |                 |                    |             |                                   | 1              |                     | 1     |
| DISTRICT CLERK                                |                   |                   |         |       |                 | 1                  |             |                                   |                | 6                   | 7     |
| DISTRICT SUPERINTENDENT                       |                   |                   |         |       |                 |                    |             |                                   |                |                     | 0     |
| ELECTRICIAN W/STATE JOURNEYMAN LICENSE        |                   |                   |         |       |                 |                    |             |                                   | 3              |                     | 3     |
| ELECTRICIAN W/STATE MASTER ELECTRICAL LICENSE |                   |                   |         |       |                 |                    |             |                                   | 2              |                     | 2     |
| ELECTRICAL TECHNICIAN II                      |                   |                   |         |       |                 |                    |             |                                   | 4              |                     | 4     |
| ELECTRICAL TECHNICIAN III                     |                   |                   |         |       |                 |                    |             |                                   | 1              |                     | 1     |
| ENGINEERING AIDE                              |                   |                   |         |       |                 |                    | 4           |                                   |                |                     | 4     |
| ENGINEERING INSPECTOR I                       |                   |                   |         |       |                 |                    |             |                                   |                |                     | 0     |

## 2018/19 Budget Exhibit A-7

| BUDGETED POSITIONS                 | MANAGING DIRECTOR | CUSTOMER SERVICES | FINANCE | LEGAL | HUMAN RESOURCES | CENTRAL OPERATIONS | ENGINEERING | PLANNING & ENVIRONMENTAL CONCERNS | TRAFFIC-SAFETY | HIGHWAY MAINTENANCE | TOTAL |
|------------------------------------|-------------------|-------------------|---------|-------|-----------------|--------------------|-------------|-----------------------------------|----------------|---------------------|-------|
| ENGINEERING INSPECTOR II           |                   | 5                 |         |       |                 |                    | 19          |                                   |                |                     | 24    |
| ENGINEERING INSPECTOR III          |                   | 2                 |         |       |                 |                    | 3           |                                   |                |                     | 5     |
| ENGINEERING TECHNICIAN I           |                   |                   |         |       |                 |                    | 1           |                                   |                |                     | 1     |
| ENGINEERING TECHNICIAN II          |                   |                   |         |       |                 |                    | 8           |                                   | 6              |                     | 14    |
| ENVIRONMENTAL CONCERNS COORDINATOR |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |
| ENVIRONMENTALIST II                |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |
| EQUIPMENT COORDINATOR              |                   |                   |         |       |                 | 1                  |             |                                   |                |                     | 1     |
| EQUIPMENT INSTRUCTOR               |                   |                   |         |       |                 |                    |             |                                   |                | 1                   | 1     |
| EQUIPMENT REPAIR MANAGER           |                   |                   |         |       |                 | 1                  |             |                                   |                |                     | 1     |
| FLEET MANAGER                      |                   |                   |         |       |                 | 1                  |             |                                   |                |                     | 1     |
| FLOAT OPERATOR                     |                   |                   |         |       |                 |                    |             |                                   |                | 7                   | 7     |
| FOREMAN                            |                   |                   |         |       |                 |                    |             |                                   | 2              | 14                  | 16    |
| GENERAL COUNSEL                    |                   |                   |         | 1     |                 |                    |             |                                   |                |                     | 1     |
| GIS LEAD                           |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |
| GRADE PERSON                       |                   |                   |         |       |                 |                    |             |                                   |                | 5                   | 5     |
| GRADER OPERATOR                    |                   |                   |         |       |                 |                    |             |                                   |                | 14                  | 14    |
| GUARD RAIL INSTALLER               |                   |                   |         |       |                 |                    |             |                                   | 2              |                     | 2     |
| HRIS COORDINATOR                   |                   |                   |         |       | 1               |                    |             |                                   |                |                     | 1     |
| HUMAN RESOURCE SPECIALIST          |                   |                   |         |       | 2               |                    |             |                                   |                |                     | 2     |
| INFORMATION SYSTEMS CLERK          |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |
| INSTRUMENT OPERATOR                |                   |                   |         |       |                 |                    | 4           |                                   |                |                     | 4     |
| INVENTORY CONTROL CHIEF            |                   |                   |         |       |                 | 1                  |             |                                   |                |                     | 1     |
| IS NETWORK SUPERVISOR              |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |

## 2018/19 Budget Exhibit A-7

| BUDGETED POSITIONS                             | MANAGING DIRECTOR | CUSTOMER SERVICES | FINANCE | LEGAL | HUMAN RESOURCES | CENTRAL OPERATIONS | ENGINEERING | PLANNING & ENVIRONMENTAL CONCERNS | TRAFFIC-SAFETY | HIGHWAY MAINTENANCE | TOTAL |
|--|-------------------|-------------------|---------|-------|-----------------|--------------------|-------------|-----------------------------------|----------------|---------------------|-------|
| IS SENIOR SOFTWARE APPLICATIONS SUPERVISOR     |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |
| ITS TECHNICIAN W/STATE JOURNEYMAN LICENSE      |                   |                   |         |       |                 |                    |             |                                   | 1              |                     | 1     |
| JANITOR I                                      |                   |                   |         |       |                 | 1                  |             |                                   |                |                     | 1     |
| LABORER II                                     |                   |                   |         |       |                 | 3                  |             |                                   | 9              | 28                  | 40    |
| LOADER OPERATOR                                |                   |                   |         |       |                 |                    |             |                                   |                | 2                   | 2     |
| MAINTENANCE ANALYST                            |                   |                   |         |       |                 |                    |             |                                   |                | 1                   | 1     |
| MAINTENANCE OPERATIONS ENGINEER                |                   |                   |         |       |                 |                    |             |                                   |                | 1                   | 1     |
| MANAGING DIRECTOR                              | 1                 |                   |         |       |                 |                    |             |                                   |                |                     | 1     |
| MECHANIC                                       |                   |                   |         |       |                 | 16                 |             |                                   |                |                     | 16    |
| MECHANIC NEW HIRE                              |                   |                   |         |       |                 |                    |             |                                   |                |                     | 0     |
| OFFICE ASSISTANT                               |                   |                   |         |       |                 |                    | 1           |                                   |                |                     | 1     |
| OFFICE CLERK                                   | 1                 | 1                 |         |       |                 |                    |             |                                   | 2              |                     | 4     |
| OFFICE COORDINATOR                             |                   | 1                 |         |       |                 |                    |             |                                   |                |                     | 1     |
| PARALEGAL I                                    |                   |                   |         | 1     |                 |                    |             |                                   |                |                     | 1     |
| PAYROLL AIDE                                   |                   |                   | 1       |       |                 |                    |             |                                   |                |                     | 1     |
| PAYROLL/PENSION ANALYST                        |                   |                   | 1       |       |                 |                    |             |                                   |                |                     | 1     |
| PAYROLL SPECIALIST                             |                   |                   | 1       |       |                 |                    |             |                                   |                |                     | 1     |
| PERMITS ENGINEER                               |                   | 1                 |         |       |                 |                    |             |                                   |                |                     | 1     |
| PLANNER II                                     |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |
| PLANNER III                                    |                   |                   |         |       |                 |                    |             | 1                                 |                |                     | 1     |
| PROGRAMMING SUPERVISOR                         |                   |                   |         |       |                 |                    | 1           |                                   |                |                     | 1     |
| PUBLIC INFORMATION MANAGER/LEGISLATIVE LIAISON | 1                 |                   |         |       |                 |                    |             |                                   |                |                     | 1     |
| PURCHASING AGENT                               |                   |                   |         |       |                 | 2                  |             |                                   |                |                     | 2     |

**2018/19 Budget Exhibit A-7**

| <b>BUDGETED POSITIONS</b>                                      | <b>MANAGING DIRECTOR</b> | <b>CUSTOMER SERVICES</b> | <b>FINANCE</b> | <b>LEGAL</b> | <b>HUMAN RESOURCES</b> | <b>CENTRAL OPERATIONS</b> | <b>ENGINEERING</b> | <b>PLANNING &amp; ENVIRONMENTAL CONCERNS</b> | <b>TRAFFIC-SAFETY</b> | <b>HIGHWAY MAINTENANCE</b> | <b>TOTAL</b> |
|--|--------------------------|--------------------------|----------------|--------------|------------------------|---------------------------|--------------------|--|-----------------------|----------------------------|--------------|
| R.O.W. AGENT   |                          |                          |                |              |                        |                           | 1                  |  |                       |                            | 1            |
| R.O.W. APPRAISER   |                          |                          |                |              |                        |                           | 1                  |  |                       |                            | 1            |
| R.O.W. CONTRACTS MANAGER                                       |                          |                          |                |              |                        |                           | 1                  |  |                       |                            | 1            |
| RISK MANAGEMENT PROGRAM COORDINATOR                            |                          |                          |                | 1            |                        |                           |                    |  |                       |                            | 1            |
| S.I.D. SUPERVISOR  |                          |                          |                |              |                        |                           | 1                  |  |                       |                            | 1            |
| SAFETY SUPERVISOR  |                          |                          |                | 1            |                        |                           |                    |  |                       |                            | 1            |
| SECRETARY  |                          | 1                        |                |              |                        | 1                         | 1                  |  | 1                     | 1                          | 5            |
| SECRETARY-LEGAL  |                          |                          |                | 1            |                        |                           |                    |  |                       |                            | 1            |
| SENIOR HUMAN RESOURCE SPECIALIST                               |                          |                          |                |              | 1                      |                           |                    |  |                       |                            | 1            |
| SENIOR HUMAN RESOURCE SPECIALIST TOTAL BENEFITS & COMPENSATION |                          |                          |                |              | 1                      |                           |                    |  |                       |                            | 1            |
| SENIOR MANAGER OF COMMUNICATIONS/PUBLIC INFORMATION OFFICER    | 1                        |                          |                |              |                        |                           |                    |  |                       |                            | 1            |
| SHOULDER MAINTAINER  |                          |                          |                |              |                        |                           |                    |  |                       | 4                          | 4            |
| SHOVEL OPERATOR  |                          |                          |                |              |                        |                           |                    |  |                       | 5                          | 5            |
| SIGN FABRICATOR  |                          |                          |                |              |                        |                           |                    |  | 1                     |                            | 1            |
| SIGN TRUCK DRIVER  |                          |                          |                |              |                        |                           |                    |  | 7                     |                            | 7            |
| SIGNAL SYSTEMS ENGINEER  |                          |                          |                |              |                        |                           |                    |  | 1                     |                            | 1            |
| SKILLED FOREMAN  |                          |                          |                |              |                        | 1                         |                    |  | 3                     |                            | 4            |
| SKILLED LABORER I  |                          |                          |                |              |                        |                           |                    |  |                       | 5                          | 5            |
| SOLID STATE ELECTRICIAN  |                          |                          |                |              |                        |                           |                    |  | 1                     |                            | 1            |
| SPECIAL ASSESSMENT ANALYST                                     |                          |                          |                |              |                        |                           | 1                  |  |                       |                            | 1            |
| STOCK CLERK  |                          |                          |                |              |                        | 2                         |                    |  |                       |                            | 2            |
| STOREKEEPER  |                          |                          |                |              |                        | 2                         |                    |  |                       |                            | 2            |



# DEPARTMENTS



## **2018/19 Board of Road Commissioners**

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### **BOARD OF ROAD COMMISSIONERS**

A three-member Road Commission was established under Public Act 283 of 1909 and appointed by the County's Board of Commissioners in 1913. Today, the Board of Road Commissioners is responsible for approximately 2,700 miles of roads, and a budget of approximately \$155 million funded principally by the state-collected vehicle fuel and registration taxes under Michigan's Public Act 51. Other sources of funds are provided by federal, state and local governments and proceeds from the sale of bonds.

## 2018/19 Board of Road Commissioners

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### Object Detail

#### Board of Road Commissioners

| <u>Object</u>                          | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|--|---------------------------------|---|---|---------------------------------|
| <b>Salaries</b>                        | <b>\$37,495</b>                 | <b>\$41,000</b>                                     | <b>\$41,000</b>                                   | <b>\$47,000</b>                 |
| <b>Supplies, Materials &amp; Parts</b> |                                 |   |   |                                 |
| Stationery & Office Supplies           | 4                               | 250   | 250   | 250                             |
| Books, Subscriptions & Publications    | 0                               | 0   | 0   | 0                               |
| Membership Fees & Dues                 | <u>0</u>                        | <u>0</u>  | <u>0</u>  | <u>0</u>                        |
|  | <b>4</b>                        | <b>250</b>  | <b>250</b>  | <b>250</b>                      |
| <b>Contracted Services</b>             |                                 |   |   |                                 |
| Audit                                  | <b>88,125</b>                   | <b>90,000</b>                                       | <b>90,000</b>                                     | <b>90,000</b>                   |
| <b>Other Expenses</b>                  |                                 |   |   |                                 |
| Travel                                 | 11,012                          | 7,500   | 7,500   | 13,045                          |
| Awards-Employees & Retirees            | <u>18,742</u>                   | <u>16,888</u>                                       | <u>16,888</u>                                     | <u>28,000</u>                   |
|  | <b>29,754</b>                   | <b>24,388</b>                                       | <b>24,388</b>                                     | <b>41,045</b>                   |
| <b>TOTAL</b>                           | <b>\$155,378</b>                | <b>\$155,638</b>                                    | <b>\$155,638</b>                                  | <b>\$178,295</b>                |

# 2018/19 Board of Road Commissioners

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## Position - Salary Detail

### Board of Road Commissioners

| <u>Budgeted Positions</u> | <u>Classification</u> | <u>Salary</u>  |                | <u>Salary Appropriation</u>   |
|---------------------------|-----------------------|----------------|----------------|-------------------------------|
|                           |                       | <u>Minimum</u> | <u>Maximum</u> |                               |
| 3                         | Road Commissioners    | \$15,000       | \$17,000       | \$47,000                      |
| <b>TOTAL SALARIES</b>     |                       |                |                | <b><u><u>\$47,000</u></u></b> |

# **2018/19 Office of the Managing Director and Secretary of the Board**

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## **OFFICE OF THE MANAGING DIRECTOR**

### **Managing Director/Secretary Clerk of the Board**

The Managing Director is RCOC's chief executive officer. As such, the Managing Director is charged with overseeing all day-to-day operations of the agency and establishing operational procedures based on the policies adopted by the Board of Road Commissioners.

The Managing Director is also responsible for the creation and execution of the RCOC budget. Once the Board of Road Commissioners has adopted the budget, it is the Managing Director's responsibility to ensure that the programs, projects and expenditures established in the budget are faithfully discharged.

### **Deputy Managing Director**

The Deputy Managing Director is responsible for overseeing the technical activities of all RCOC departments and the Road Improvement Program. In the absence of the Managing Director, the Deputy Managing Director assumes full responsibility for RCOC's management and operations based on the policies adopted by the Board of Road Commissioners.

The Deputy Managing Director also serves as the County Highway Engineer.

### **Senior Manager of Communications/Public Information Officer**

The Senior Manager of Communications/Public Information Officer leads and directs all communications and public relations activities for the Road Commission. The Senior Manager of Communications/Public Information Officer also serves as the official spokesperson for the agency and manages all media contacts and relationships in an effort to ensure the agency's messages are successfully communicated with the public it serves. The Senior Manager of Communications/Public Information Officer also oversees the agency's website and social media initiatives.

### **Public Information Manager/Legislative Liaison**

Working with the Senior Manager of Communications/Public Information Officer, the Public Information Manager/Legislative Liaison serves as a spokesperson for the Road Commission for Oakland County. The Public Information Manager/Legislative Liaison carries out the active public relations programs adopted by the RCOC Board of Road Commissioners; integrates interactive media into the overall business strategy; serves as a primary source of contact developing strong relationships with state and federal legislative representatives; and works directly with RCOC leadership and department directors to collaboratively develop and implement the agency's communications strategy.

# **2018/19 Office of the Managing Director and Secretary of the Board**

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## **Deputy Secretary Clerk**

The Deputy Secretary Clerk is the "official keeper of records" charged with the responsibility for providing and maintaining all official RCOC records and making accurate and up-to-date records available to all departments.

The Clerk's Office records, balances and prepares deposits for all incoming RCOC monies; places and arranges payment for advertising for projects and materials; tabulates all equipment and material bids; processes all incoming and outgoing mail; processes all incoming materials for the twice-monthly Board meetings; and prepares the agenda and minutes for the Board meetings.

## **GOALS AND OBJECTIVES**

The primary charge of the Managing Director's Office is to carry out the policies and directives of the Board of Road Commissioners, to protect and enhance the reputation and image of the agency and to ensure that the ideals established in RCOC's vision and mission statements are reflected in all activities of the agency.

This is accomplished through ensuring that RCOC:

- Demonstrates accountability to its customers, the motorists, residents and businesses of Oakland County, and to the local, county and state officials who represent them.
- Provides the safest and most efficient roads possible for its customers, given the resources available.
- Manages its resources responsibly.
- Maintains robust two-way communications with its customers, providing them with necessary information about what it is doing, how it will impact them, why it is being done, what cannot be done and why, as well as receiving their input and feedback and incorporating that information into its decision-making processes.
- Stretches its available funding as far as possible. This includes seeking and embracing new technologies that hold the promise of enhanced safety, increased efficiencies and reduced operating costs.
- Advocates in Washington DC, Lansing and locally on behalf of those using Oakland's county roads, striving to ensure that Oakland County receives the highest level of funding possible to meet its road needs.
- Meets the needs of its internal customers by fostering an environment in which great value is placed on free and open communication between management and staff, and where staff members are encouraged to seek improved ways of doing business.

# **2018/19 Office of the Managing Director and Secretary of the Board**

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## **ACHIEVEMENTS**

Over the preceding year, the Managing Director's Office has:

- Advanced the cost-containment effort within the agency.
- Worked to defeat ill-advised legislation that would adversely impact RCOC or its customers and advocated on behalf of legislation that would be beneficial for its customers.
- Communicated the agency's needs and accomplishments to local, county and state-level elected officials representing the county.
- Advocated strenuously for additional local, state and federal funding to address transportation needs in the county.
- Initiated communications with its customers at all levels through a variety of mediums to share important information about the agency and its projects, financial challenges and initiatives and to solicit input from motorists, residents and officials.
- Sponsored enhanced training opportunities to advance the capabilities of the RCOC staff.
- Fostered improved communication and cooperation within the management of the agency through the Leadership Team effort.

## **SUMMARY OF BUDGET**

The Managing Director's current fiscal year budget variance to the previous year's amended budget reflects an increase of 2.6 percent primarily in the cost of supplies.

## 2018/19 Office of the MANAGING DIRECTOR and Secretary Clerk of the Board

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### Object Detail

#### Office of the Managing Director

| <u>Object</u>                                   | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|---|---------------------------------|---|---|---------------------------------|
| <b>Salaries</b><br>(See Position-Salary Detail) | <b>\$631,455</b>                | <b>\$652,328</b>                                    | <b>\$652,328</b>                                  | <b>\$674,161</b>                |
| <b>Supplies, Materials &amp; Parts</b>          |                                 |   |   |                                 |
| Postage   | 33,540                          | 38,620  | 38,620  | 38,620                          |
| Stationery & Office Supplies                    | 5,208                           | 6,500   | 6,500   | 7,000                           |
| Books, Subscriptions & Publications             | 2,470                           | 3,700   | 3,700   | 3,000                           |
| Membership Fees & Dues                          | <u>1,432</u>                    | <u>1,377</u>  | <u>1,377</u>                                      | <u>1,380</u>                    |
|   | <b>42,650</b>                   | <b>50,197</b>                                       | <b>50,197</b>                                     | <b>50,000</b>                   |
| <b>Contracted Services</b>                      |                                 |   |   |                                 |
| Professional Services                           | <b>80,103</b>                   | <b>111,486</b>                                      | <b>111,486</b>                                    | <b>111,683</b>                  |
| <b>Other Expenses</b>                           |                                 |   |   |                                 |
| Travel  | 7,125                           | 11,000  | 11,000  | 11,000                          |
| Advertising                                     | 18,757                          | 25,500  | 25,500  | 25,500                          |
| Training  | <u>286</u>                      | <u>1,000</u>  | <u>1,000</u>                                      | <u>1,000</u>                    |
|   | <b>26,168</b>                   | <b>37,500</b>                                       | <b>37,500</b>                                     | <b>37,500</b>                   |
| <b>Capital Outlay</b>                           |                                 |   |   |                                 |
| Office Equipment                                | <b>0</b>                        | <b>0</b>  | <b>0</b>  | <b>0</b>                        |
| <b>TOTAL</b>                                    | <b>\$780,376</b>                | <b>\$851,511</b>                                    | <b>\$851,511</b>                                  | <b>\$873,344</b>                |

## 2018/19 Office of the MANAGING DIRECTOR and Secretary Clerk of the Board

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### Position - Salary Detail

#### Office of the Managing Director

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>   | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|---|---------------------------|---------------------------|---------------------------------|
| 1                             | Managing Director*  | \$109,090                 | \$152,432                 | \$152,432                       |
| 1                             | Deputy Managing Director**                                      | 97,661                    | 128,440                   | 128,440                         |
| 1                             | Senior Manager of Communications/<br>Public Information Officer | 79,343                    | 90,050                    | 90,050                          |
| 1                             | Public Information Manager/<br>Legislative Liaison              | 70,274                    | 79,689                    | 79,689                          |
| 1                             | Deputy Secretary/Clerk  | 60,148                    | 72,489                    | 72,489                          |
| 1                             | Administrative Assistant<br>to Managing Director                | 50,635                    | 58,229                    | 58,229                          |
| 1                             | Office Clerk  | 40,202                    | 44,057                    | 44,057                          |
| 1                             | Commission Receptionist   | 34,066                    | 37,275                    | 37,275                          |
| <hr/> <b>8</b>                | <b>TOTAL</b>  |                           |                           | <hr/> <b>\$662,661</b>          |
|                               |   |                           | Overtime                  | 10,000                          |
|                               |   |                           | Retention                 | 1,500                           |
|                               |   |                           | <b>TOTAL SALARIES</b>     | <hr/> <b>\$674,161</b> <hr/>    |

\* The Managing Director is designated the statutory Secretary Clerk of the Board.

\*\* The Deputy Managing Director serves as the County Highway Engineer.

## **2018/19 Departments**

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### **CUSTOMER SERVICES**

The Department of Customer Services (DCS) provides the citizens of Oakland County a central location to make inquiries and requests related to road issues such as winter maintenance, road repair needs, drainage problems, traffic signs and signals, pavement markings and construction projects. DCS receives approximately 30,000 such contacts annually. The DCS Team will answer questions or complete a report which is forwarded to one of the operating departments for review and possible action. Upon receipt of the action, if one was taken, the team will follow up with the citizen to provide a timely response to the citizen's request.

DCS administers the RCOC's summer dust control program for residents residing on gravel roads. The program encompasses approximately 690 of the more than 770 miles of the gravel road mileage in the county. DCS also administers the Adopt-A-Road pick-up for volunteer groups three times per year.

The Department is also responsible for the issuance of permits and review of work proposed within the right-of-way under the jurisdiction of the RCOC. A variety of permits issued includes:

- Commercial and private driveway permits.
- Permits for overweight and oversized vehicles.
- Overhead and underground utility work.
- Special haul routes.
- House moves.
- Tree removal within the right-of-way.

The department coordinates the review of plans for this work and ensures that those who propose to work within the public road right-of-way have met appropriate bonds, insurances and other requirements.

Additionally, the department serves as a contact point for the railroads, coordinating road closures and other work required at railroad crossings.

### **GOALS AND OBJECTIVES**

DCS continues to look for new ways to improve customer service for the external and internal customers of the RCOC. To accomplish this goal, we are seeking new technologies which will offer many advantages to our customers such as the ability to:

- Reduce response time and provide greater detail for risk claim inquiries.
- Identify and define a particular road concern location.

## 2018/19 Departments

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### **CUSTOMER SERVICES**

#### **GOALS AND OBJECTIVES (CONTINUED)**

- Provide the operating departments with multiple requests on one form, thus saving time and resources. Provide greater detail on problem locations with the assistance of a GIS map.
- Reduce response time to the external customer.
- Continue improving the timeliness and effectiveness of the permit process by reducing the number of days required to review and approve permit applications while at the same time increasing the thoroughness of the review.
- Use of the internet and online forms to further reduce processing time and costs.
- Improve the process through online permit applications and payment of fees with credit cards or other online payment systems.
- Replacement of multi-part carbonless forms which will reduce printing costs and improve efficiency.
- Launch Cityworks software system for permitting and transportation applications.
- Administration of the chloride program providing updated calculations and feedback to the participating townships, districts and citizens.
- Update the Truck Operators' Map.

#### **ACHIEVEMENTS**

The achievements of DCS in the past year include:

- Development and maintenance of a detailed listing of accurate road measurements for the various townships participating in the chloride program.
- Provided training to new personnel on how to respond to various types of citizen's concerns.
- Permit Rules, Specifications and Guidelines have been updated to current standards.
- Updated the railroad crossing index and made available on the RCOC server.
- Updated detour routes for the closure of railroad crossing.
- Adopt-A-Road map with segment ID is currently on RCOC website.
- Continuation of training opportunities for DCS staff members.
- Facilitation of the District meetings for Townships and RCOC staff.

#### **SUMMARY OF BUDGET**

The Department of Customer Services' current fiscal year budget reflects a 12.1% increase in the departmental budget from the previous fiscal year amended budget. The increase is primarily due to adding a civil engineer and a civil engineer inspector to increase service levels.

## 2018/19 Department

### Object Detail

#### Department: Customer Services

| <u>Object</u>                                   | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|---|---------------------------------|---|---|---------------------------------|
| <b>Salaries</b><br>(See Position-Salary Detail) | <b>\$1,054,837</b>              | <b>\$1,082,587</b>                                  | <b>\$1,107,587</b>                                | <b>\$1,240,368</b>              |
| <br>  |                                 |   |   |                                 |
| <b>Supplies, Materials &amp; Parts</b>          |                                 |   |   |                                 |
| Stationery & Office Supplies                    | 8,618                           | 8,626   | 8,626   | 10,000                          |
| Office Equipment/Furn (Non-Capital)             | 0                               | 0   | 0   | 0                               |
| Books, Subscriptions & Publications             | 175                             | 200   | 200   | 350                             |
| Membership Fees & Dues                          | 268                             | 400   | 400   | 500                             |
| Safety Control Expense                          | 448                             | 550   | 550   | 1,000                           |
| Uniform Expense                                 | 0                               | 600   | 600   | 1,000                           |
| Road Materials (Adopt-A-Road)                   | 1,549                           | 2,700   | 2,700   | 3,000                           |
| Small Tools                                     | <u>483</u>                      | <u>550</u>  | <u>550</u>  | <u>2,000</u>                    |
|   | <b>11,541</b>                   | <b>13,626</b>                                       | <b>13,626</b>                                     | <b>17,850</b>                   |
| <br>  |                                 |   |   |                                 |
| <b>Contracted Services</b>                      |                                 |   |   |                                 |
| Maintenance Contracts                           | 99,290                          | 85,000  | 85,000  | 85,000                          |
| Map & Brochure Printing                         | 0                               | 0   | 0   | 6,500                           |
| Professional Services                           | <u>4,455</u>                    | <u>0</u>  | <u>0</u>  | <u>0</u>                        |
|   | <b>103,745</b>                  | <b>85,000</b>                                       | <b>85,000</b>                                     | <b>91,500</b>                   |
| <br>  |                                 |   |   |                                 |
| <b>Other Expenses</b>                           |                                 |   |   |                                 |
| Travel  | 278                             | 1,000   | 1,000   | 2,000                           |
| Training  | <u>913</u>                      | <u>2,400</u>  | <u>2,400</u>                                      | <u>4,000</u>                    |
|   | <b>1,191</b>                    | <b>3,400</b>  | <b>3,400</b>                                      | <b>6,000</b>                    |
| <br>  |                                 |   |   |                                 |
| <b>Capital Outlay</b>                           |                                 |   |   |                                 |
| Road Equipment                                  | <u>0</u>                        | <u>0</u>  | <u>0</u>  | <u>0</u>                        |
|   | <b>0</b>                        | <b>0</b>  | <b>0</b>  | <b>0</b>                        |
| <br>  |                                 |   |   |                                 |
| <b>TOTAL</b>                                    | <b>\$1,171,314</b>              | <b>\$1,184,613</b>                                  | <b>\$1,209,613</b>                                | <b>\$1,355,718</b>              |

## 2018/19 Department

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### Position - Salary Detail

#### Department: Customer Services

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>         | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u>  |
|-------------------------------|-------------------------------|---------------------------|---------------------------|----------------------------------|
| 1                             | Director of Customer Services | \$82,948                  | \$109,769                 | \$109,769                        |
| 1                             | Permits Engineer              | 74,808                    | 84,861                    | 84,861                           |
| 1                             | Civil Engineer I              | 46,365                    | 54,154                    | 54,154                           |
| 2                             | Engineering Inspector III     | 54,283                    | 64,581                    | 129,162                          |
| 1                             | Chief Weighmaster             | 50,511                    | 57,087                    | 57,087                           |
| 5                             | Engineering Inspector II      | 46,365                    | 54,154                    | 270,770                          |
| 1                             | Office Coordinator            | 46,365                    | 54,154                    | 54,154                           |
| 1                             | Weighmaster                   | 46,365                    | 54,154                    | 54,154                           |
| 1                             | Secretary                     | 43,248                    | 47,365                    | 47,365                           |
| 1                             | Office Clerk                  | 40,202                    | 44,057                    | 44,057                           |
| <u>5</u>                      | Customer Service Clerk        | 40,202                    | 44,057                    | <u>220,285</u>                   |
| <b>20</b>                     | <b>TOTAL</b>                  |                           |                           | <b>\$1,125,818</b>               |
|                               |                               |                           | Overtime                  | 105,000                          |
|                               |                               |                           | Retention                 | 9,550                            |
|                               |                               | <b>TOTAL SALARIES</b>     |                           | <b><u><u>\$1,240,368</u></u></b> |

# 2018/19 Departments

## **FINANCE**

The functions of the Finance Department are to plan, coordinate and administer all of the accounting, financial and budgetary functions of the RCOC, including the preparation of the financial statements. The Finance Department is responsible for the administration of the RCOC's three-year Financial Plan, in which all department directors participate. It is also charged with the administration of the RCOC Retirement System, the Section 457 Deferred Compensation Plan and the Retiree Health Care Trust.

Other key functions include cash management, investment of funds, handling the issuance of notes and bonds, and financial analysis of special projects to assist the Managing Director with decision-making.

### **Accounting**

The Accounting section maintains the general ledger and administers the related functions, including payroll, accounts payable, accounts receivable and inventories control. Other functions of the Accounting section include preparing the Annual Report required by Act 51 which governs the operation of the RCOC, preparing billings and accounting for the State Trunkline Maintenance Contract and working with both independent public accountants and state auditors.

### **Budget**

The Budget section prepares and administers the RCOC's fiscal budget, including preparation of the budget document and the administration of appropriation transfers authorizing revisions to the budget. It analyzes and prepares the monthly Budget vs. Actual report and assists all departments in identifying and resolving variances. The Budget section also handles the accounting for the Road Improvement Program, the Traffic Signal Program and SAD, which includes billing local units of government for their agreed participation in road projects.

## **GOALS AND OBJECTIVES**

The principle goal of the Finance Department is to manage the agency's financial resources in a fiscally responsible manner and to provide useful and accurate financial information efficiently and timely to internal and external customers.

The current objectives of the Finance Department are:

- Provide a Finance Department that is accessible, visible and approachable to its customers.
- Continue to analyze and amend processes utilizing current systems to create efficiencies where possible.

# 2018/19 Departments

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## FINANCE

### GOALS AND OBJECTIVES (CONTINUED)

- Develop financial operating software to improve efficiencies and reduce redundancies throughout the organization.
- Continue educational sessions for Retirement System and Deferred Compensation Plan.
- Continue updates to the RCOC Financial Plan and Budget documents with an emphasis on performance measures.
- Ensure process and practices comply with internal RCOC regulations and all state and federal laws.
- Operate within the department budget.
- Build, provide and demonstrate strong, proactive employee and vendor relations practices.

### ACHIEVEMENTS

The achievements of the Finance Department in the past year include:

- Continued posting of the audited financial statement, adopted annual budget document and annual Act 51 financial report on the RCOC website.
- Continued participation in state-wide "dashboard" and benchmark efforts.
- Continued to monitor and explore new business opportunities for the agency.
- Assisted in the selection process of a new financial operating software system.
- Added an employer managed Roth IRA as an option for employees to contribute to retirement as well as worked to reduce fees related to Deferred Compensation Plan.

### SUMMARY OF BUDGET

The Finance Department's current fiscal year budget reflects a 3.9% increase in the departmental budget from the previous fiscal year amended budget. The increase is primarily due to the salary increases that are contractually required and the Retiree Health Care Trust Actuary Report that is completed every other year.

## 2018/19 Department

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### Object Detail

#### Department: Finance

| <u>Object</u>                                   | <u>Actual<br/>2016/17</u> | <u>Beginning<br/>Budget<br/>2017/18</u> | <u>Amended<br/>Budget<br/>2017/18</u> | <u>Budget<br/>2018/19</u> |
|---|---------------------------|---|---------------------------------------|---------------------------|
| <b>Salaries</b><br>(See Position-Salary Detail) | <b>\$869,292</b>          | <b>\$929,207</b>                        | <b>\$929,207</b>                      | <b>\$961,053</b>          |
| <b>Supplies, Materials &amp; Parts</b>          |                           |   |                                       |                           |
| Stationery & Office Supplies                    | 8,861                     | 10,121                                  | 10,121                                | 11,000                    |
| Office Equipment/Furn (Non-Cap)                 | 2,057                     | 4,000                                   | 4,000                                 | 4,000                     |
| Books, Subscriptions & Publications             | 525                       | 550                                     | 550                                   | 600                       |
| Membership Fees & Dues                          | <u>869</u>                | <u>1,540</u>                            | <u>1,540</u>                          | <u>1,550</u>              |
|   | <b>12,312</b>             | <b>16,211</b>                           | <b>16,211</b>                         | <b>17,150</b>             |
| <b>Contracted Services</b>                      |                           |   |                                       |                           |
| EDP Services                                    | 6,400                     | 0                                       | 0                                     | 1,000                     |
| Professional Service-Collections                | 0                         | 0                                       | 0                                     | 0                         |
| Professional Services-Other                     | 735                       | 2,000                                   | 2,000                                 | 2,000                     |
| Retirement Administrative Expense               | <u>36,322</u>             | <u>51,830</u>                           | <u>51,830</u>                         | <u>55,935</u>             |
|   | <b>43,457</b>             | <b>53,830</b>                           | <b>53,830</b>                         | <b>58,935</b>             |
| <b>Other Expenses</b>                           |                           |   |                                       |                           |
| Travel  | 2,179                     | 3,650                                   | 3,650                                 | 4,000                     |
| Training  | <u>735</u>                | <u>500</u>                              | <u>500</u>                            | <u>1,000</u>              |
|   | <b>2,914</b>              | <b>4,150</b>                            | <b>4,150</b>                          | <b>5,000</b>              |
| <b>Capital Outlay</b>                           | <b>0</b>                  | <b>0</b>                                | <b>0</b>                              | <b>0</b>                  |
| <b>TOTAL</b>                                    | <b>\$927,974</b>          | <b>\$1,003,398</b>                      | <b>\$1,003,398</b>                    | <b>\$1,042,138</b>        |

## 2018/19 Department

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### Position - Salary Detail

Department: Finance

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>   | <u>Salary</u>  |                       | <u>Salary<br/>Appropriation</u> |
|-------------------------------|-------------------------|----------------|-----------------------|---------------------------------|
|                               |                         | <u>Minimum</u> | <u>Maximum</u>        |                                 |
| 1                             | Director of Finance     | \$82,948       | \$109,769             | \$109,769                       |
| 1                             | Accounting Supervisor   | 70,274         | 79,689                | 79,689                          |
| 1                             | Budget Supervisor       | 70,274         | 79,689                | 79,689                          |
| 1                             | Payroll/Pension Analyst | 60,148         | 69,303                | 69,303                          |
| 4                             | Accountant              | 55,820         | 65,332                | 261,328                         |
| 1                             | Payroll Specialist      | 50,799         | 59,396                | 59,396                          |
| 1                             | Payroll Aide            | 45,050         | 50,219                | 50,219                          |
| 4                             | Account Clerk           | 43,248         | 47,365                | 189,460                         |
| <hr/> <b>14</b>               | <b>TOTAL</b>            |                |                       | <hr/> <b>\$898,853</b>          |
|                               |                         |                | Overtime              | 55,000                          |
|                               |                         |                | Retention             | 7,200                           |
|                               |                         |                | <b>TOTAL SALARIES</b> | <hr/> <b>\$961,053</b> <hr/>    |

# 2018/19 Departments

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## **LEGAL**

The responsibility of the Legal Department is to manage the legal affairs of the RCOC; to advise and assist all agency personnel to ensure that all actions taken are consistent with relevant laws and in accordance with the Board's policies; and to be responsible for the Risk Management function of the RCOC, involving loss prevention and control of the agency's assets and the improvement of both employee and highway safety.

Attainment of these objectives is accomplished primarily through the Legal Department's involvement in a variety of issues and activities that are managed by the department within the general framework of the functional categories set forth below:

- Litigation and loss management, which includes the management of all claims and litigation involving the Board, its officials and employees.
- Management of all on-the-job injury and workers' compensation claim activity.
- Statutorily-mandated duties:
  - Abandonment petitions
  - Highway jurisdiction transfers
  - Freedom of Information Act compliance
- Insurance broker selection process.
- Contract drafting and review, including the preparation and/or review of agreements.
- Management and coordination of the RCOC's insurance and self-insurance programs for liability, property and workers' compensation, and risk analysis.
- Special projects as directed by the Office of the Managing Director.

## **GOALS AND OBJECTIVES**

- Continue the review and revision process of all Board Policy Manual documentation.
- Continue the migration of existing paper documentation to electronic format.
- Provide litigation-support training to supervisory and managerial staff, to include e-discovery.
- Continue momentum of Wellness Program employee engagement.
- Revise master traffic signal maintenance agreement.
- Integrate litigation files into a searchable electronic database.

# 2018/19 Departments

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## **LEGAL**

### **ACHIEVEMENTS**

- Completed the review process for the Board Policy Manual Travel Regulations.
- Ensured that all agency contracts were reviewed by the Legal Department for conformance with applicable standards.
- Finalized initial public-private contract documentation regarding agency right of way assets.
- Successfully developed a FY 2018 calendar with expanded employee Wellness Program offerings.
- Completion of an agency-wide security vulnerability assessment.
- Implemented a formal collection process for damage to roadside fixtures, including a litigation component.

### **SUMMARY OF BUDGET**

The Legal Department's current fiscal year budget reflects a 1.7% increase from the previous fiscal year amended budget. This increase is primarily found in professional services and contracted services.

## 2018/19 Department

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### Object Detail

**Department: Legal**

| <u>Object</u>                                   | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|---|---------------------------------|---|---|---------------------------------|
| <b>Salaries</b><br>(See Position-Salary Detail) | <b>\$544,889</b>                | <b>\$563,790</b>                                    | <b>\$563,790</b>                                  | <b>\$577,962</b>                |
| <b>Supplies, Materials &amp; Parts</b>          |                                 |   |   |                                 |
| Stationery & Office Supplies                    | 5,683                           | 7,251   | 7,251   | 7,500                           |
| Office Equipment/Furn (Non-Capital)             | 0                               | 22,000  | 22,000  | 0                               |
| Books, Subscriptions & Publications             | 8,506                           | 9,000   | 9,000   | 10,000                          |
| Membership Fees & Dues                          | 1,235                           | 1,100   | 1,100   | 2,245                           |
| Safety Control                                  | <u>19,380</u>                   | <u>17,500</u>                                       | <u>17,500</u>                                     | <u>18,000</u>                   |
|   | <b>34,805</b>                   | <b>56,851</b>                                       | <b>56,851</b>                                     | <b>37,745</b>                   |
| <b>Contracted Services</b>                      |                                 |   |   |                                 |
| Professional Services - Legal                   | 52,288                          | 16,000  | 16,000  | 20,000                          |
| Professional Services - Other                   | 0                               | 0   | 0   | 12,487                          |
| Workers Comp-Salary                             | <u>0</u>                        | <u>4,766</u>  | <u>4,766</u>                                      | <u>4,528</u>                    |
|   | <b>52,288</b>                   | <b>20,766</b>                                       | <b>20,766</b>                                     | <b>37,015</b>                   |
| <b>Other Expenses</b>                           |                                 |   |   |                                 |
| Travel  | 4,531                           | 3,500   | 3,500   | 3,500                           |
| Training  | <u>1,469</u>                    | <u>3,000</u>  | <u>3,000</u>                                      | <u>3,000</u>                    |
|   | <b>6,000</b>                    | <b>6,500</b>  | <b>6,500</b>                                      | <b>6,500</b>                    |
| <b>Capital Outlay</b>                           | <b>0</b>                        | <b>0</b>  | <b>0</b>  | <b>0</b>                        |
| <b>TOTAL</b>                                    | <b>\$637,981</b>                | <b>\$647,907</b>                                    | <b>\$647,907</b>                                  | <b>\$659,222</b>                |

## 2018/19 Department

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### Position - Salary Detail

Department: Legal

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>                  | <u>Salary</u>  |                       | <u>Salary<br/>Appropriation</u> |
|-------------------------------|--|----------------|-----------------------|---------------------------------|
|                               |  | <u>Minimum</u> | <u>Maximum</u>        |                                 |
| 1                             | General Counsel                        | \$89,173       | \$118,030             | \$118,030                       |
| 1                             | Deputy General Counsel                 | 85,122         | 97,891                | 97,891                          |
| 1                             | Assistant General Counsel              | 79,186         | 91,063                | 91,063                          |
| 1                             | Risk Management Program<br>Coordinator | 70,274         | 90,050                | 90,050                          |
| 1                             | Paralegal I                            | 50,635         | 58,229                | 58,229                          |
| 1                             | Safety Supervisor                      | 58,229         | 66,964                | 66,964                          |
| 1                             | Secretary -- Legal                     | 44,030         | 50,635                | 50,635                          |
| <hr/> <b>7</b>                | <b>TOTAL</b>                           |                |                       | <hr/> <b>\$572,862</b>          |
|                               |  |                | Overtime              | \$3,500                         |
|                               |  |                | Retention             | \$1,600                         |
|                               |  |                | <b>TOTAL SALARIES</b> | <hr/> <b>\$577,962</b> <hr/>    |

# 2018/19 Departments

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## **HUMAN RESOURCES**

The Human Resources Department is responsible for providing centralized human resource services. The vision of the Human Resources Department is "Building a Foundation for Excellence". This is accomplished by coordinating an array of high quality services for RCOC employees, including health and welfare benefits, compensation planning, workforce planning, organizational analysis, talent acquisition and development and employee/labor relations.

Human Resources leads the way in terms of identifying and assisting in the implementation of change initiatives at the RCOC by partnering with all levels of management. Over the years, the Human Resources Department has been able to identify many means of improving the work environment. These efforts have been reflected in the RCOC's mission statement and strategic goals.

## **GOALS AND OBJECTIVES**

The goals of the Human Resources Department for the next year include the following:

- Provide an HR department that is accessible, visible and approachable.
- Establish and build strong working relationships internally across functional departments as well as with vendors. This includes remaining aware of service contracts with vendors to maximize benefits to the RCOC.
- Identify and provide supervisor workshop training, critical topic training and leadership training.
- Drive continuous improvement within the HR department's information technology systems to streamline workflow, reduce manual processes, maximize functionality and produce reports for analysis of trends.
- Audit processes and record retention practices to ensure compliance to internal RCOC regulations and State / Federal laws.
- Operate within the departmental budget.
- Review, standardize and update department operational processes to drive consistency and create a department knowledge center.
- Provide materials and communication to educate employees on healthcare services and costs.
- Remain current on healthcare reform and implement change in a balanced approach.
- Maintain current job descriptions that reflect the necessary education, skills and competencies to achieve current and future needs of the RCOC.
- Review the performance appraisal process for inclusion of RCOC core competencies and overall process improvements.
- Continue to build core competencies to develop a strong succession plan and leaders. Build, provide and demonstrate strong, proactive employee and labor relations practices.
- Execute HR programs and special projects as required.

# 2018/19 Departments

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## HUMAN RESOURCES

### ACHIEVEMENTS

Understanding the need to balance fiscal responsibility and employee needs, the HR Department has been challenged to continue to meet employee needs while providing maximum benefits at minimal costs. In an effort to maintain and improve employee engagement and in response to the identified needs, throughout the previous year the Human Resources team responded as follows:

#### Health & Welfare Benefits:

- Demonstrated compliance with Public Act 152 by adopting Hard Cap threshold for all employees, while preparing for further state and federal health care reform.
- Began necessary reporting for federal health care reform.
- Offered a new Consumer Driven Health Plan (CDHP) with a Health Savings Account (HSA) for all employees.
- Improved effectiveness of leave programs through full utilization of case management practices. Implemented an on-line benefit enrollment and administration program. Completed active employee open enrollment using on-line system.
- Completed audit of retirement healthcare plans / membership.
- Launched on line annual enrollment and benefit administration for retiree members.
- Provided on-site immunization vaccine for influenza.

#### Employee Relations:

- Review and recommend updates to policies to reflect current trends in employment practices.
- Updated necessary plan documents for compliance.
- Implemented Affordable Care Act (ACA) Reporting Requirement.
- Achieved Collective Bargaining Agreements with Labor Union Associations.
- Continue Communication with recent / newly hired employees to evaluate engagement.
- Address employee issues in a timely manner, either via direct communication or via internal investigation.
- Implemented the Annual Leave Program and Retention Program for non-represented employees.
- Develop and Implement R.O.A.D.S. Communication Initiative to standardize and focus communication of all employees with the public.
- R.O.A.D.S. Communication Initiative was recognized by the Michigan County Road Association with two awards at their annual conference: Impress Award; Excellence in Communication and the People's Choice Award.

# 2018/19 Departments

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## HUMAN RESOURCES

### ACHIEVEMENTS (CONTINUED)

#### Talent Acquisition & Development:

- Offered leadership training and Supervisor Training.
- Updated the internship program with 11 interns across the agency.
- Expanded use of contract and agency resources as a bridge to provide services.
- Hired seasonal employees to support road maintenance operations during the summer.
- Expanded participation in Michigan Public Service Institute (MPSI) training program.
- Expand online web-base footprint for recruiting purposes.
- Expanded credential verification process for all prospective employees.

During the 2018/19 fiscal year, the Human Resources Department staff will identify and make recommendation for a Human Capital Management System, to further enhance employee access to information related to their employment. Upon approval, we will remain focused on transitioning the data to the end goal of achieving a success launch. Health and welfare benefit plans negotiated in the Collective Bargaining Agreements will be implemented in the benefit year beginning 9/1/18, offering a CDHP with a HSA in an effort to offer a wider variety of options to the employees.

The agency voluntary turnover for 2017/18 was at 1%, with the remaining vacancy a result of retirements. Along with the interns, seasonal and temporary workforces hiring, the agency also continued to hire replacing positions vacated due to retirements while expanding the workforces in departments dedicated to road maintenance and development / construction. Concentrated efforts continue as the agency competes for technical and skilled talent in the areas of civil engineering, road construction / inspection, and traffic safety. Ongoing efforts to recruit qualified / experienced heavy equipment operators and mechanics have been challenging. Continued success in recruiting and retaining the temporary, part-time winter maintenance workforce was a major accomplishment for the department, as well as the agency. Likewise, the department experienced additional success with the recruitment of summer interns and summer seasonal road maintenance workforce. The tuition reimbursement program continues to be a valued benefit among the workforce, with participation at all levels of the organization. Agency-wide projects and events were led and coordinated by the Human Resources Department, including the on-site influenza immunization.

### SUMMARY OF BUDGET

The Human Resources Department's current fiscal year budget reflects the continuing effort to enhance and streamline services. Overall, this budget reflects a .5% decrease in the departmental budget from the previous fiscal year amended budget, primarily due to a reduction in contracted services.

# 2018/19 Department

## Object Detail

### Department: Human Resources

| <u>Object</u>                                   | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|---|---------------------------------|---|---|---------------------------------|
| <b>Salaries</b><br>(See Position-Salary Detail) | <b>\$1,017,847</b>              | <b>\$1,172,984</b>                                  | <b>\$1,172,984</b>                                | <b>\$1,199,172</b>              |
| <br>  |                                 |   |   |                                 |
| <b>Employee Benefits</b>                        |                                 |   |   |                                 |
| Medical Exams                                   | 14,859                          | 25,700  | 25,700  | 25,700                          |
|   | <b>14,859</b>                   | <b>25,700</b>                                       | <b>25,700</b>                                     | <b>25,700</b>                   |
| <br>  |                                 |   |   |                                 |
| <b>Supplies, Materials &amp; Parts</b>          |                                 |   |   |                                 |
| Stationery & Office Supplies                    | 13,510                          | 6,000   | 6,000   | 10,000                          |
| Office Equipment/Furn (Non-Capital)             | 10,036                          | 0   | 0   | 0                               |
| Books, Subscriptions & Publications             | 127                             | 500   | 500   | 300                             |
| Membership Fees & Dues                          | <u>902</u>                      | <u>835</u>  | <u>835</u>  | <u>1,035</u>                    |
|   | <b>24,575</b>                   | <b>7,335</b>  | <b>7,335</b>                                      | <b>11,335</b>                   |
| <br>  |                                 |   |   |                                 |
| <b>Contracted Services</b>                      |                                 |   |   |                                 |
| EDP Services                                    | 2,665                           | 36,050  | 36,050  | 6,375                           |
| Labor Relations                                 | 68,507                          | 90,600  | 90,600  | 90,575                          |
| Professional Services-Emp. Asst.                | 17,781                          | 21,750  | 21,750  | 21,750                          |
| Professional Services-Other                     | <u>9,500</u>                    | <u>30,000</u>                                       | <u>30,000</u>                                     | <u>30,000</u>                   |
|   | <b>98,454</b>                   | <b>178,400</b>                                      | <b>178,400</b>                                    | <b>148,700</b>                  |
| <br>  |                                 |   |   |                                 |
| <b>Other Expenses</b>                           |                                 |   |   |                                 |
| Travel  | 2,017                           | 3,200   | 3,200   | 3,200                           |
| Advertising                                     | 10,796                          | 6,000   | 6,000   | 10,000                          |
| Training  | <u>32,400</u>                   | <u>27,500</u>                                       | <u>27,500</u>                                     | <u>29,502</u>                   |
|   | <b>45,212</b>                   | <b>36,700</b>                                       | <b>36,700</b>                                     | <b>42,702</b>                   |
| <br>  |                                 |   |   |                                 |
| <b>Capital Outlay</b>                           | <b>0</b>                        | <b>0</b>  | <b>0</b>  | <b>0</b>                        |
| <br>  |                                 |   |   |                                 |
| <b>TOTAL</b>                                    | <b>\$1,200,946</b>              | <b>\$1,421,119</b>                                  | <b>\$1,421,119</b>                                | <b>\$1,427,609</b>              |

## 2018/19 Department

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### Position - Salary Detail

**Department: Human Resources**

| <u>Budgeted Positions</u> | <u>Classification</u>  | <u>Salary Minimum</u> | <u>Salary Maximum</u> | <u>Salary Appropriation</u>    |
|---------------------------|--|-----------------------|-----------------------|--------------------------------|
| 1                         | Director of Human Resources                                  | \$82,948              | \$109,769             | \$109,769                      |
| 1                         | Senior Human Resources Specialist<br>Labor Relations         | 70,274                | 79,689                | 79,689                         |
| 1                         | Senior Human Resources Specialist<br>Benefits & Compensation | 66,964                | 77,007                | 77,007                         |
| 2                         | Human Resources Specialist                                   | 58,229                | 66,964                | 133,928                        |
| 1                         | HRIS Coordinator   | 50,635                | 58,229                | 58,229                         |
| <hr/> <b>6</b>            | <b>TOTAL</b>   |                       |                       | <hr/> <b>\$458,622</b>         |
|                           |  |                       | Overtime              | 40,000                         |
|                           |  |                       | Seasonal              | 700,000                        |
|                           |  |                       | Retention             | 550                            |
|                           |  |                       | <b>TOTAL SALARIES</b> | <hr/> <b>\$1,199,172</b> <hr/> |

# 2018/19 Departments

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## **CENTRAL OPERATIONS**

The Central Operations Department (COD) Headquarters includes the Director, Fleet Manager and support staff. COD has three divisions. The following is a summary of activities by division.

### **Purchasing**

The Purchasing Division has two functions: purchasing and inventory control.

The Purchasing staff is knowledgeable about public buying requirements and techniques. Annual purchase volume for the agency is approximately \$17 million. Procurements include services, equipment and materials needed by RCOC personnel to maintain our mission to provide reasonably safe and convenient roads to the motoring public.

The Purchasing Division has administrative responsibility for the procurement card program. They also make work-related travel and hotel arrangements for all RCOC personnel.

Inventory Control, part of the Purchasing Division, maintains stock of commonly used parts and supplies. The stockroom staff delivers mail and supply orders throughout the agency daily. The value of the inventory is approximately \$5 million.

### **Fleet Maintenance**

Fleet Maintenance, District 6, is responsible for the repair and maintenance of equipment; for example, trucks, pickups, vans, sedans, graders, plows, trailers, excavators, spreaders, mowers, saws and aerial equipment. The RCOC provides wrecker services to its own vehicles through the Fleet Maintenance Division. The preventative maintenance program helps to keep the fleet of over one thousand pieces of equipment operating in good condition. Fleet Maintenance also coordinates the auction of used equipment for the road commission. Two separate auctions took place in 2017 and two auctions are expected to occur in 2018.

### **Buildings and Grounds**

Buildings and Grounds, District 9, is responsible for the maintenance and repair of all RCOC facilities, heating and air conditioning, security service, utilities and storage facilities for salt, brine, gasoline, diesel fuel, etc. The Buildings and Grounds team completes project work to help maintain and improve the safe and efficient operations of the RCOC. The night watchmen are part of the Buildings and Grounds Division.

## **CENTRAL OPERATIONS**

### **GOALS AND OBJECTIVES**

The goal of COD is to serve the other departments and divisions of the RCOC to the highest standard in building maintenance and fleet repair at the most reasonable cost possible, and to assist departments in the purchase of equipment, materials and services. COD also provides in-house stock of commonly used supplies and parts for all departments and districts and strives to increase efficiency.

COD's fiscal year 2018/19 objectives are as follows:

- To maintain and repair road equipment to a standard of safety and efficiency.
- Schedule equipment for seasonal readiness.
- Provide safe and efficient buildings and building systems for employees and those accessing the facilities.
- Specification and acquisition of equipment as detailed in the Capital Budgeting Section.

### **ACHIEVEMENTS**

COD has completed the following major projects:

- Inspected, repaired or replaced suspensions, brakes and tie rods in salt trucks as well as all other types of repairs.
- Installed new HVAC Equipment at Permit Area, Waterford Maintenance District, Southfield Maintenance District and Equipment Repair offices.
- Demolished existing salt shed and replaced with a new pole barn in District 4S.
- Replaced fuel sumps and pumps in Davisburg Maintenance District.
- Relocated truck wash and installed oil separators in garage sanitary lines as well as improved the office sanitary lines at the Lake Orion garage.

### **SUMMARY OF BUDGET**

The Central Operations Department's current fiscal year budget reflects the continuing effort to maintain services and improve the condition of the fleet. This budget reflects a 6% increase primarily in fuel costs.

## 2018/19 Department

### Object Detail

#### Department: Central Operations

| <u>Object</u>                                   | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|---|---------------------------------|---|---|---------------------------------|
| <b>Salaries</b><br>(See Position-Salary Detail) | <b>\$2,339,488</b>              | <b>\$2,471,716</b>                                  | <b>\$2,471,716</b>                                | <b>\$2,662,272</b>              |
| <br><b>Supplies, Materials &amp; Parts</b>      |                                 |   |   |                                 |
| Stationery & Office Supplies                    | 7,984                           | 8,000   | 8,000   | 9,000                           |
| Office Equip/Furn (Non-Cap)                     | 1,184                           | 4,400   | 4,400   | 5,400                           |
| Parts, Supplies and Freight                     | 285                             | 500   | 640   | 1,000                           |
| Books, Subscr & Publications                    | 0                               | 100   | 100   | 100                             |
| Membership Fees & Dues                          | 698                             | 900   | 1,010   | 1,500                           |
| Janitorial & Restroom Supplies                  | 41,094                          | 45,000  | 45,000  | 45,000                          |
| Safety Control Expense                          | 8,495                           | 13,500  | 13,500  | 15,200                          |
| Garage Expense                                  | 63,447                          | 59,500  | 59,500  | 67,000                          |
| Vehicle Safety Improvement                      | 764                             | 1,000   | 1,000   | 2,000                           |
| Gas, Oil & Diesel Fuel                          | 1,125,455                       | 2,410,000   | 2,208,567   | 2,470,250                       |
| Small Tools (Garage & Road)                     | <u>25,487</u>                   | <u>25,000</u>                                       | <u>25,000</u>                                     | <u>35,000</u>                   |
|   | <b>1,274,893</b>                | <b>2,567,900</b>                                    | <b>2,366,717</b>                                  | <b>2,651,450</b>                |
| <br><b>Contracted Services</b>                  |                                 |   |   |                                 |
| Laundry Expense                                 | 7,466                           | 7,000   | 7,000   | 7,000                           |
| EDP Services                                    | 0                               | 100   | 100   | 0                               |
| Maintenance Contracts                           | 43,232                          | 53,000  | 53,000  | 53,000                          |
| Professional Services                           | 27,270                          | 2,000   | 38,000  | 20,000                          |
| Security Services                               | 200,348                         | 190,390   | 190,390   | 254,298                         |
| Fire Suppression Services                       | 26,819                          | 25,000  | 25,000  | 25,000                          |
| Car Washing                                     | 4,937                           | 3,000   | 3,000   | 3,000                           |
| Disposal of Hazardous Waste                     | 7,748                           | 5,000   | 5,000   | 5,000                           |
| Workers' Comp-Self Insured Exp                  | <u>27,014</u>                   | <u>31,014</u>                                       | <u>31,014</u>                                     | <u>29,463</u>                   |
|   | <b>344,835</b>                  | <b>316,504</b>                                      | <b>352,504</b>                                    | <b>396,761</b>                  |

## 2018/19 Department

### Object Detail

#### Department: Central Operations (continued)

| <u>Object</u>               | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|-----------------------------|---------------------------------|---|---|---------------------------------|
| <b>Other Expenses</b>       |                                 |   |   |                                 |
| Travel                      | 3,507                           | 3,500   | 3,500   | 5,500                           |
| Training                    | 148                             | 1,500   | 1,500   | 3,000                           |
| Maint Contract Office Equip | <u>28,541</u>                   | <u>36,000</u>                                       | <u>36,000</u>                                     | <u>33,500</u>                   |
|                             | <b>32,196</b>                   | <b>41,000</b>                                       | <b>41,000</b>                                     | <b>42,000</b>                   |
| <b>Utilities</b>            |                                 |   |   |                                 |
| Electrical                  | 253,290                         | 298,250   | 298,250   | 307,198                         |
| Heat                        | 131,480                         | 270,100   | 270,100   | 278,203                         |
| Water                       | 44,049                          | 48,690  | 48,690  | 50,151                          |
| Telephone                   | <u>333,782</u>                  | <u>253,230</u>                                      | <u>0</u>  | <u>0</u>                        |
|                             | <b>762,601</b>                  | <b>870,270</b>                                      | <b>617,040</b>                                    | <b>635,552</b>                  |
| <b>Repair/Maintenance</b>   |                                 |   |   |                                 |
| Building Maintenance        | 274,308                         | 268,900   | 268,900   | 350,000                         |
| Garage Equipment Repair     | 25,001                          | 15,000  | 15,000  | 25,000                          |
| Grounds Maintenance         | 3,392                           | 5,000   | 5,000   | 10,000                          |
| Repair to Fuel Equipment    | 50,467                          | 35,000  | 35,000  | 55,000                          |
| Road & General Eqpt Repair  | <u>2,382,729</u>                | <u>2,667,202</u>                                    | <u>2,667,202</u>                                  | <u>2,657,602</u>                |
|                             | <b>2,735,897</b>                | <b>2,991,102</b>                                    | <b>2,991,102</b>                                  | <b>3,097,602</b>                |
| <b>Capital Outlay</b>       |                                 |   |   |                                 |
| Land & Improvement          | 48,550                          | 300,000   | 750,500   | 595,926                         |
| Buildings                   | 596,696                         | 315,000   | 345,642   | 277,750                         |
| Road Equipment              | 966,707                         | 633,900   | 660,900   | 849,990                         |
| Shop Equipment              | 15,801                          | 40,000  | 214,183   | 200,000                         |
| Storage Facilities          | 454,087                         | 30,000  | 30,000  | 120,000                         |
| Office Equipment            | <u>84,411</u>                   | <u>9,000</u>  | <u>73,183</u>                                     | <u>44,000</u>                   |
|                             | <b>2,166,252</b>                | <b>1,327,900</b>                                    | <b>2,074,408</b>                                  | <b>2,087,666</b>                |
| <b>TOTAL</b>                | <b>\$9,656,164</b>              | <b>\$10,586,392</b>                                 | <b>\$10,914,487</b>                               | <b>\$11,573,303</b>             |

## 2018/19 Department

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### Position - Salary Detail

**Department: Central Operations**

**Division: Office of the Director**

| <u>Budgeted Positions</u> | <u>Classification</u>          | <u>Salary Minimum</u> | <u>Salary Maximum</u> | <u>Salary Appropriation</u>  |
|---------------------------|--------------------------------|-----------------------|-----------------------|------------------------------|
| 1                         | Director of Central Operations | \$82,948              | \$109,769             | \$109,769                    |
| 1                         | Equipment Coordinator          | 54,283                | 64,581                | 64,581                       |
| 1                         | Fleet Manager                  | 65,541                | 74,501                | 74,501                       |
| 1                         | Secretary                      | 43,248                | 47,365                | 47,365                       |
| <hr/> <b>4</b>            | <b>TOTAL</b>                   |                       |                       | <hr/> <b>\$296,216</b>       |
|                           |                                |                       | Overtime              | 19,000                       |
|                           |                                |                       | Retention             | 1,550                        |
|                           |                                |                       | <b>TOTAL SALARIES</b> | <hr/> <b>\$316,766</b> <hr/> |

## 2018/19 Department

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### Position - Salary Detail

**Department: Central Operations**

**Division: Purchasing**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>   | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|-------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | Inventory Control Chief | \$54,283                  | \$64,581                  | \$64,581                        |
| 2                             | Purchasing Agent        | 50,799                    | 59,396                    | 118,792                         |
| 1                             | Account Clerk           | 43,248                    | 47,365                    | 47,365                          |
| 2                             | Storekeeper             | 51,272                    | 51,782                    | 103,564                         |
| 2                             | Stock Clerk             | 49,130                    | 49,619                    | 99,238                          |
| <hr/> <b>8</b>                | <b>TOTAL</b>            |                           |                           | <hr/> <b>\$433,540</b>          |
|                               |                         |                           | Overtime                  | 9,950                           |
|                               |                         |                           | Retention                 | 6,300                           |
|                               |                         |                           | <b>TOTAL SALARIES</b>     | <hr/> <b>\$449,790</b> <hr/>    |

## 2018/19 Department

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### Position - Salary Detail

**Department: Central Operations**

**District #6: Fleet Maintenance**

| <u>Budgeted Positions</u> | <u>Classification</u>    | <u>Salary Minimum</u> | <u>Salary Maximum</u> | <u>Salary Appropriation</u>    |
|---------------------------|--------------------------|-----------------------|-----------------------|--------------------------------|
| 1                         | Equipment Repair Manager | \$67,336              | \$74,501              | \$74,501                       |
| 1                         | District Clerk           | 40,202                | 44,057                | 44,057                         |
| 1                         | Skilled Foreman          | 63,981                | 64,625                | 64,625                         |
| 16                        | Mechanic                 | 56,202                | 56,764                | 902,514                        |
| 1                         | Tire Repair              | 50,544                | 51,054                | 51,054                         |
| 1                         | Laborer II               | 47,757                | 48,236                | 48,236                         |
| <hr/> <b>21</b>           | <b>TOTAL</b>             |                       |                       | <hr/> <b>\$1,184,987</b>       |
|                           |                          |                       | Overtime              | 225,000                        |
|                           |                          |                       | Retention             | 8,700                          |
|                           |                          |                       | <b>TOTAL SALARIES</b> | <hr/> <b>\$1,418,687</b> <hr/> |

## 2018/19 Department

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### Position - Salary Detail

**Department: Central Operations**

**District #9: Buildings and Grounds**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>        | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|------------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | Superintendent               | \$67,336                  | \$74,501                  | \$74,501                        |
| 3                             | Building Maintenance Laborer | 50,544                    | 51,054                    | 153,162                         |
| 1                             | Crew Leader                  | 54,267                    | 54,808                    | 54,808                          |
| 2                             | Laborer II                   | 47,757                    | 48,236                    | 96,472                          |
| 1                             | Janitor I                    | 41,870                    | 42,286                    | 42,286                          |
| <hr/> <b>8</b>                | <b>TOTAL</b>                 |                           |                           | <hr/> <b>\$421,229</b>          |
|                               |                              |                           | Overtime                  | 50,000                          |
|                               |                              |                           | Retention                 | 5,800                           |
|                               |                              |                           | <b>TOTAL SALARIES</b>     | <hr/> <b>\$477,029</b> <hr/>    |

## **ENGINEERING**

The Engineering Department's function is to design and build road and bridge improvements. The Department keeps an extensive database on the condition of the roads and bridges. Using this information and the principles of Asset Management, the Engineering Department recommends preventive maintenance treatments, widenings, rehabilitations and reconstruction projects for the bridges and road system. Once a project is selected and approved, the Engineering Department secures funding, designs the improvements, purchases the necessary right-of-way; then bids and oversees the construction. Most of the road and bridge improvements by the Engineering Department involve federal and state funds, as well as contributions by the local communities. Federal aid adds a great deal of complexity to road and bridge projects. Everything from applying and securing funding through design standards, right of way acquisitions and construction oversight and testing must follow federal guidelines, and federal schedules. Another area of increasing complexity is constructing projects while meeting new regulations and standards. Recently enacted challenges to scheduling include seasonal restrictions to performing work in streams, removal of bat habitat and implementation of Phase II of the Clean Water Act. These and other additional considerations have made securing federal funds even more difficult as the state's obligational authority limit has been reached in early summer in recent years. When the state's federal aid funding limit runs out, projects not yet submitted will received no federal aid. This means design and all right of way acquisition (including relocations) must be complete by the previous winter or risk losing federal funds.

The Engineering Department has five divisions. The following provides a summary of the activities conducted by each division.

### **Right-of-Way**

The Right-of-Way (ROW) Division acquires right-of-way needed for road improvement projects, and maintains the real estate records of the RCOC. The ROW division negotiates for and acquires properties needed. The ROW division performs all administrative work associated with right-of-way, including determining property ownership, appraisals and necessary documentation of the property sales, title work and recording. In addition to serving departmental project needs, the division assists other departments, local units of government, utility companies and citizens with right-of-way coordination and questions. Also, the ROW Division has recently begun selling excess RCOC properties.

### **Subdivision Improvement & Development**

The Subdivision Improvement Development (SID) Division has three major areas of responsibility for public subdivision streets in non-incorporated areas of the county: administration of acceptance of new streets created by developers, improvement of existing streets by special assessment procedures and administration of conversions of private streets to public status when necessary procedures are initiated by communities. The SID division oversees the design, right-of-way coordination and construction inspection for these types of improvements.

## **ENGINEERING**

### **Design**

The Design Division is responsible for the design of all county road and bridge improvement projects other than subdivision street improvements. Most projects are designed in-house by staff however consulting engineering contracts are administered when necessary. Other responsibilities include advertising and bidding the projects for construction, conducting public informational meetings and assisting in plan review of major improvements built under RCOC permit.

### **Construction and Testing**

The Construction Division is responsible for the administration of all construction contracts, including testing activities. The division is responsible for quality assurance on all road improvement projects, including contractor compliance with design and construction specifications. The division evaluates soils and other factors of a project area prior to design. Testing construction materials at the point of manufacture and on site, both during and after construction, is another important responsibility. RCOC operates its own fully certified laboratory for testing concrete and asphalt.

On-site inspection of contractors' work is performed throughout a project. The Construction Division works with public officials, residents and business owners during construction to keep them informed and address their concerns. Daily documentation of work accomplished by the contractor and materials used is conducted for both RCOC use and for verification to funding agencies such as the Federal Highway Administration and MDOT.

### **Programming**

The Programming Division is responsible for suggesting and scheduling road improvement projects using various sources both inside and outside the organization, identifying and procuring funding for scheduled projects included in the RCOC budget, securing all necessary financial agreements and monitoring the progress of projects through final accounting. The division prepares programming forms for federal aid and furnishes documents necessary to certify road mileage and conditions as required to qualify for state-collected vehicle fuel and licensing tax funding. Programming also oversees the Pavement Management System (PMS), Bridge Management System (BMS), and administers the Tri-Party program.

## **GOALS AND OBJECTIVES**

The goal of the Engineering Department is building quality and durable road and bridge projects, on time and within budget, for the traveling public. In order to accomplish this goal, procedures, specifications, new materials and training opportunities are continually reviewed and utilized.

Some budget considerations of the department for fiscal year 2018/19 are as follows:

The Road Improvement Program (RIP) traces all road and bridge construction projects. Funding sources, design costs, Right of Way costs and contractor payments are all budgeted in the RIP.

## ENGINEERING

### GOALS AND OBJECTIVES (CONTINUED)

In recent years RCOC has greatly increased the miles of roads and bridges receiving preventative maintenance. Increases in the MTF RCOC receives and RCOC's purchasing of Rural Federal funds from other county Road Commissions are put to use overlaying and preserving RCOC's roads and bridges.

The fiscal year 2018/19 Road Improvement Program (RIP) includes many projects where the RCOC leverages its funds by providing matching funds to federally funded projects, Tri-Party projects and occasional 50/50 programs.

The department is increasing the use of Asset Management principles to determine infrastructure improvements. Asset Management begins with rating existing infrastructure, determining the expected service life of each segment of road, bridge or culvert, and then applying the most cost-effective preventive maintenance to that asset to extend its service life. The infrastructure conditions are kept in two databases: The Pavement Management System (PMS) and Bridge Management System (BMS). These PMS and BMS ratings help us monitor the condition of the roads and bridges, individually and collectively, to define when and where resources should be spent to best maintain the integrity of the road system.

There are approximately 113 type "A" bridges and 240 type "B" bridges under RCOC jurisdiction. "A" bridges are 20 ft. or longer and are inspected every two years by statute. The RCOC inspects one-half of the "B" bridges every two years, effectively inspecting all "B" bridges on a four-year cycle. In FY 2018/19, one-half of the "B" bridges, plus some critical "A" bridges will be inspected.

The objectives of the department for fiscal year 2018/19 are as follows:

- Complete approximately 120 types "B" bridge inspections, plus approximately 30 critical A's and B's which warrant more frequent inspections.
- Coordinate Bridge Management Preventive Maintenance with the Traffic Safety and Highway Maintenance departments.
- Achieve 100% Soil Erosion Sedimentation Control (SESC)/Storm Water Operator's certification compliance.
- Bid large projects in fall/winter.
- Achieve 100% obligation of federal funds.
- Use Asset Management for recommended road improvements.
- Provide preventive maintenance project list to Maintenance Department.
- Continue to use Context Sensitive Design and "Green" options for road construction where possible.
- Projects slated for construction in fiscal year 2018/2019 include:
  - Roundabout at Maple Road and Middlebelt Road
  - Roundabout at Adams Road and Gunn Road
  - Reconstruction of Livernois Road from Walton Blvd. to Avon Road
  - Phase II of the Baldwin Road roundabout boulevard. from Gregory Road to Waldon Road.

## **ENGINEERING ACHIEVEMENTS**

Achievements in fiscal year 2017/18 include:

- Approximately 120 bridges were inspected including 106 "A" and several "B" bridges which require more frequent inspections and load rating analysis.
- Pavement ratings were done on approximately one-half of the paved primary system.
- The RCOC's study of pedestrian access at multi-lane roundabouts has gained national attention. The RCOC continues to be a leader in this issue. The Engineering Director is a member of two national roundabout committees: Institute of Transportation Engineers (ITE) and Transportation Research Board (TRB).
- Obligation 100% of Federal Aid for road and bridge projects.
- Construction on over \$50 million in Road and Bridge improvements during the 2017/18 fiscal year including:

### **Widening**

- Baldwin, Morgan to Gregory
- Dequindre, Long Lake Road to Burning Bush

### **Preservation Overlay**

- Davisburg Road, Milford Road and Fenton Road in Springfield, Rose and Holly Twps.

### **Safety Intersection**

- Orion Road at Flint and Miller Roads.

### **Pave Gravel/Roundabout**

- Napier, 9 Mile Road to 10 Mile Road, Roundabout on 10 Mile in 2017.

### **Rehab/Repave**

- Maple Road, Haggerty to Orchard Lake Rd
- South Blvd, Crooks to Livernois and John R to Dequindre

### **Bridge/Culvert**

- 3 culverts on Walton, Squirrel to Adams Road

## **SUMMARY OF BUDGET**

The Engineering budget is based on the Road Improvement Plan (RIP), Special Assessment Districts (SAD) that improve existing subdivision roads, and new subdivision developments. Engineering routinely completes over \$50 million in road and bridge improvements. Increased funding because of the gas tax increase is being put into improving road conditions throughout Oakland County. The current budget has a 6.5% increase over the previous year's amended budget mostly due to the additional three construction inspectors needed to manage the increased road projects.

## 2018/19 Department

### Object Detail

#### Department: Engineering

| <u>Object</u>                                   | <u>Actual<br/>2016/17</u> | <u>Beginning<br/>Budget<br/>2017/18</u> | <u>Amended<br/>Budget<br/>2017/18</u> | <u>Budget<br/>2018/19</u> |
|---|---------------------------|---|---------------------------------------|---------------------------|
| <b>Salaries</b><br>(See Position-Salary Detail) | <b>\$4,399,563</b>        | <b>\$4,802,289</b>                      | <b>\$4,802,289</b>                    | <b>\$5,086,063</b>        |
| <b>Supplies, Materials &amp; Parts</b>          |                           |   |                                       |                           |
| Stationery & Office Supplies                    | 30,520                    | 32,396                                  | 32,396                                | 31,671                    |
| Office Equip/Furn (Non-Capital)                 | 3,760                     | 0                                       | 0                                     | 10,500                    |
| Parts & Supplies                                | 1,332                     | 3,000                                   | 3,000                                 | 3,000                     |
| Dept Equipment (Non-Capital)                    | 0                         | 0                                       | 0                                     | 0                         |
| Books, Subscriptions & Publications             | 5,194                     | 11,050                                  | 11,050                                | 10,000                    |
| Membership Fees & Dues                          | 1,201                     | 2,025                                   | 2,025                                 | 2,025                     |
| Safety Control Expense                          | 1,910                     | 2,200                                   | 2,200                                 | 3,000                     |
| Small Tools                                     | <u>14,389</u>             | <u>20,030</u>                           | <u>20,030</u>                         | <u>20,700</u>             |
|   | <b>58,306</b>             | <b>70,701</b>                           | <b>70,701</b>                         | <b>80,896</b>             |
| <b>Contracted Services</b>                      |                           |   |                                       |                           |
| EDP Services                                    | 0                         | 500                                     | 500                                   | 500                       |
| S.A.D. Projects Admin.                          | 2,765                     | 7,000                                   | 7,000                                 | 10,000                    |
| Professional Services                           | 72,417                    | 32,500                                  | 32,500                                | 43,800                    |
| Workers' Comp-Self Insured Exp                  | <u>1,388</u>              | <u>1,263</u>                            | <u>1,263</u>                          | <u>1,200</u>              |
|   | <b>76,569</b>             | <b>41,263</b>                           | <b>41,263</b>                         | <b>55,500</b>             |
| <b>Other Expenses</b>                           |                           |   |                                       |                           |
| Travel  | 12,923                    | 9,500                                   | 9,500                                 | 13,650                    |
| Training  | <u>20,121</u>             | <u>23,950</u>                           | <u>23,950</u>                         | <u>26,850</u>             |
|   | <b>33,044</b>             | <b>33,450</b>                           | <b>33,450</b>                         | <b>40,500</b>             |
| <b>Capital Outlay</b>                           |                           |   |                                       |                           |
| Engineering Equipment                           | 7,100                     | 0                                       | 12,000                                | 18,000                    |
| <b>TOTAL</b>                                    | <b>\$4,574,582</b>        | <b>\$4,947,703</b>                      | <b>\$4,959,703</b>                    | <b>\$5,280,959</b>        |

## 2018/19 Department

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### Position - Salary Detail

**Department: Engineering**

**Division: Office of the Director**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>   | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|-------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | Director of Engineering | \$82,948                  | \$109,769                 | \$109,769                       |
| 1                             | Secretary               | 43,248                    | 47,365                    | 47,365                          |
| <hr/> <b>2</b>                | <b>TOTAL</b>            |                           |                           | <hr/> <b>\$157,134</b>          |
|                               |                         |                           | Overtime                  | 2,000                           |
|                               |                         |                           | Retention                 | 0                               |
|                               |                         |                           | <b>TOTAL SALARIES</b>     | <hr/> <b>\$159,134</b> <hr/>    |

## 2018/19 Department

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### Position - Salary Detail

**Department: Engineering**

**Division: Right-of-Way**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>               | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|-------------------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | Right-of-Way & Contracts<br>Manager | \$74,808                  | \$84,861                  | \$84,861                        |
| 1                             | Right-of-Way Appraiser              | 58,229                    | 66,964                    | 66,964                          |
| 1                             | Right-of-Way Agent                  | 53,555                    | 62,670                    | 62,670                          |
| 1                             | Engineering Technician II           | 46,365                    | 54,154                    | 54,154                          |
| 1                             | Engineering Aide                    | 45,050                    | 50,219                    | 50,219                          |
| <hr/> <b>5</b>                | <b>TOTAL</b>                        |                           |                           | <hr/> <b>\$318,868</b>          |
|                               |                                     |                           | Overtime                  | 15,000                          |
|                               |                                     |                           | Retention                 | 2,250                           |
|                               |                                     |                           | <b>TOTAL SALARIES</b>     | <hr/> <b>\$336,118</b> <hr/>    |

## 2018/19 Department

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### Position - Salary Detail

**Department: Engineering**

**Division: Subdivision Improvement & Development**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>      | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|----------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | S.I.D. Supervisor          | \$79,343                  | \$90,050                  | \$90,050                        |
| 1                             | Civil Engineer II          | 55,820                    | 65,332                    | 65,332                          |
| 1                             | Engineering Inspector III  | 54,283                    | 64,581                    | 64,581                          |
| 1                             | Special Assessment Analyst | 50,799                    | 59,396                    | 59,396                          |
| 3                             | Engineering Technician II  | 46,365                    | 54,154                    | 162,462                         |
| 1                             | Office Assistant           | 40,202                    | 44,057                    | 44,057                          |
| <hr/> <b>8</b>                | <b>TOTAL</b>               |                           |                           | <hr/> <b>\$485,878</b>          |
|                               |                            |                           | Overtime                  | 115,000                         |
|                               |                            |                           | Retention                 | 3,650                           |
|                               |                            |                           | <b>TOTAL SALARIES</b>     | <hr/> <b>\$604,528</b> <hr/>    |

## 2018/19 Department

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### Position - Salary Detail

**Department: Engineering**

**Division: Design**

| <u>Budgeted Positions</u> | <u>Classification</u>     | <u>Salary</u>  |                       | <u>Salary Appropriation</u>    |
|---------------------------|---------------------------|----------------|-----------------------|--------------------------------|
|                           |                           | <u>Minimum</u> | <u>Maximum</u>        |                                |
| 1                         | Design Engineer           | \$79,343       | \$90,050              | \$90,050                       |
| 4                         | Civil Engineer III        | 65,541         | 76,830                | 308,820 *                      |
| 1                         | Survey Crew Chief         | 54,283         | 64,581                | 64,581                         |
| 2                         | Civil Engineer II         | 55,820         | 65,332                | 131,164 **                     |
| 1                         | Civil Engineer I          | 46,365         | 54,154                | 54,154                         |
| 3                         | Engineering Technician II | 46,365         | 54,154                | 162,462                        |
| 1                         | Engineering Technician I  | 45,050         | 50,219                | 50,219                         |
| 1                         | Instrument Operator       | 45,050         | 50,219                | 50,219                         |
| <hr/> <b>14</b>           | <b>TOTAL</b>              |                |                       | <hr/> <b>\$911,669</b>         |
|                           |                           |                | Overtime              | 121,500                        |
|                           |                           |                | Retention             | 9,247                          |
|                           |                           |                | <b>TOTAL SALARIES</b> | <hr/> <b>\$1,042,416</b> <hr/> |

\*includes (1) \$1,500 stipend

\*\* includes (1) \$500 stipend

## 2018/19 Department

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### Position - Salary Detail

**Department: Engineering**

**Division: Construction & Testing**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>     | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|---------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | Construction Engineer     | \$79,343                  | \$90,050                  | \$90,050                        |
| 3                             | Civil Engineer III        | 65,540                    | 76,830                    | 231,990 *                       |
| 2                             | Engineering Inspector III | 54,283                    | 64,581                    | 129,162                         |
| 3                             | Survey Crew Chief         | 54,283                    | 64,581                    | 193,743                         |
| 1                             | Utilities Coordinator     | 50,799                    | 59,396                    | 59,396                          |
| 19                            | Engineering Inspector II  | 46,365                    | 54,154                    | 1,028,926                       |
| 2                             | Engineering Aide          | 45,050                    | 50,219                    | 100,438                         |
| 3                             | Instrument Operator       | 45,050                    | 50,219                    | 150,657                         |
| 1                             | Survey Assistant          | 36,752                    | 40,241                    | 40,241                          |
| <hr/> <b>35</b>               | <b>TOTAL</b>              |                           |                           | <hr/> <b>\$2,024,603</b>        |
|                               |                           |                           | Overtime                  | 605,000                         |
|                               |                           |                           | Retention                 | 21,650                          |
|                               |                           |                           | <b>TOTAL SALARIES</b>     | <hr/> <b>\$2,651,253</b> <hr/>  |

\*includes (1) \$1,500 stipend

## 2018/19 Department

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### Position - Salary Detail

**Department: Engineering**

**Division: Programming**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>     | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|---------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | Programming Supervisor    | \$74,808                  | \$84,861                  | \$84,861                        |
| 1                             | Civil Engineer III        | 65,541                    | 76,830                    | 78,330 *                        |
| 1                             | Engineering Technician II | 45,050                    | 54,154                    | 54,154                          |
| 1                             | Engineering Aide          | 45,050                    | 50,219                    | 50,219                          |
| <hr/> <b>4</b>                | <b>TOTAL</b>              |                           |                           | <hr/> <b>\$267,564</b>          |
|                               |                           |                           | Overtime                  | 22,000                          |
|                               |                           |                           | Retention                 | 3,050                           |
|                               |                           |                           | <b>TOTAL SALARIES</b>     | <hr/> <b>\$292,614</b> <hr/>    |

\*includes (1) \$1,500 stipend

# 2018/19 Departments

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## **PLANNING AND ENVIRONMENTAL CONCERNS**

The Planning and Environmental Concerns Department has three divisions. The goals, objectives and achievements of each division are listed below.

### **Systems Planning**

Systems Planning provides technical and administrative assistance to the RCOC in the areas of research, evaluation, funding and planning. The key activities include:

- Analyzing crash data for the development of the Road Improvement Program.
- Evaluating the effect of crashes on specific road improvements, policies and procedures.
- Coordinating and participating in the agency's biennial strategic planning process.
- Developing programs and procedures to assist RCOC operations (ITS, crash location identification and correction, etc.).
- Evaluating proposed legislative action and transportation issues for their impact on the RCOC.
- Providing a staff liaison to various state, regional, county and local transportation agencies and committees.
- Monitoring land use developments and evaluating the impact of those developments on the transportation system.
- Coordinating data collection and road changes for biennial map printing.
- Providing staff support for federal funding committees.
- Developing a long-range transportation plan.
- Conducting corridor studies for our communities.
- Conducting the multi-department Road Safety Audits.

### **Information Systems**

Information Systems (IS) services identifies, designs and specifies computer system improvements to maintain and improve the level of computer services to the RCOC. Staff programmers and analysts serve as technical advisors to various committees and task groups, preparing Requests for Proposal (RFP's), evaluating bids, selecting systems and testing new program installations.

IS provides agency-wide computer support by writing, installing and maintaining computer programs; entering and editing data in computer files; and assisting computer users in identifying and specifying data needs and modifying existing needs. They also specify, install and provide technical repairs and troubleshooting on all personal computers as well as the servers and hardware in the Wide Area Network connecting all buildings and PC's.

## **PLANNING AND ENVIRONMENTAL CONCERNS**

### **Information Systems (continued)**

Other tasks include assisting in training personnel in computer usage, evaluating the applicability of commercially available programs to the RCOC's needs, developing new methods for analyzing RCOC data, reviewing and advising on acquisition of new software programs for each department (as well as agency-wide) and ensuring that the entire network of hardware and software is up-to-date and operating efficiently.

### **Environmental Concerns**

Environmental Concerns is responsible for providing environmental services and guidance to the operating departments of the RCOC. Environmental Concerns prepares environmental assessments; provides guidance for compliance with numerous environmental laws dealing with issues such as noise, air, storm water, soil erosion, wetlands, historic properties and threatened and endangered (T&E) species; consults with state, county and local governments regarding environmental protection of the public right-of-way; manages the Natural Beauty Road programs; investigates environmental complaints; oversees the agency's Geographic Information System (GIS); and represents the agency regarding the eradication of invasive species in our rights-of-way.

### **GOALS AND OBJECTIVES**

The following are the main goals of the Planning and Environmental Concerns Department for the 2018/19 budget year.

#### **Systems Planning**

- Propose reforms to the Federal Aid Committee (FAC) structure to streamline and clarify roles and responsibilities.
- Review and update FAC by-laws and rules of procedure.
- Assist SEMCOG in the effort to create a long-range Regional Transportation Plan, including gathering of public input and community requests.
- Conduct road safety audits as needed or requested by Deputy Managing Director.
- Conduct the annual road safety review process.
- Lead FAC meetings/develop, monitor and amend Transportation Improvement Program (TIP) as needed through SEMCOG.
- Continue to promote and advance road funding initiatives, e.g., Mileage-Based User Fees, new legislation.
- Update the Oakland FAC webpage for better transmission of information to communities.
- Prepare grant applications as grant opportunities become available.
- Map completed and proposed road projects for public information on RCOC website.

# 2018/19 Departments

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## **PLANNING AND ENVIRONMENTAL CONCERNS**

### **GOALS AND OBJECTIVES (CONTINUED)**

#### **Information Systems**

- Implement Precision Enterprise Resource Planning (ERP) application.
- Review our “System Down” procedures and adjust as needed.
- Establish acceptable use policy for all users of RCOC network and IS assets.
- Create an educational plan for IS Staff.
- Acquire learning tools and subscriptions for Information Technology (IT).
- Implement a backup strategy that doesn’t require backup tapes.
- Implement agency wide Internet Protocol (IP) phone upgrade.
- Migrate Engineering data from existing server to new server.
- Evaluate replacing Symantec anti-virus software with a different product.
- VMware review. IS needs to look for areas to consolidate and improve VMware’s use.

#### **Environmental Concerns**

- Finalize the State of Michigan National Pollutant Discharge Elimination System (NPDES) stormwater permit.
- Continue developing RCOC’s Computer Asset Management System (CAMS).
- Convert RCOC Computer Aided Design (CAD) files into a Geodatabase (Stormwater & Certification map).
- Assist in completing the Environmental Assessments for Southfield and Twelve Mile roads.
- Give staff support to Design regarding environmental clearance coordination (SHPO, Threatened and Endangered Species and Tribal) for State and Federally funded projects.
- Continue to manage RCOC’s SESC program and ensure that required employees receive SESC training to comply with our APA status through the MDEQ.
- Continue to lead RCOC’s involvement in the CISMA partnership for invasive species removal from RCOC ROW’s.
- Oversee the DEQ/Health Department water use program for RCOC district garages.
- Continue to support RCOC’s interests in various committees such as the Joint Agency Transportation Committee (JATC), the Alliance of Rouge Communities (ARC), the Cooperative Invasive Species Management Area (CISMA) steering committee, Wetland Banking Board, Michigan’s MS4 Implementation Team, Michigan Water Environment Association (MWEA), Oakland County’s stormwater managers group and the Trail, Water, Land Alliance (TWLA).

# 2018/19 Departments

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## PLANNING AND ENVIRONMENTAL CONCERNS

### GOALS AND OBJECTIVES (CONTINUED)

#### Environmental Concerns (continued)

- Manage all aspects of RCOC's disposal of hazardous and non-hazardous wastes.
- Continue to train all new maintenance staff in good housekeeping practices, RCOC's Illicit Discharge Elimination Program procedures and Phragmites awareness.
- Build an ArcGIS Online application that will allow construction inspectors to collect data on the storm water system that is being installed at major road projects.
- Create a set of Geospatial Data Standards and a written Asset Management Plan.
- Create a RCOC Geodatabase that will allow for better organization of GIS data between departments and leverage inhouse GIS staff instead of Oakland County Information Technology (OCIT) staff. (We will still use the OCIT geodatabase as we have in the past, this database is needed to address specific data organization issues within the G: drive and T: drive).
- Complete the data review process with Water Resources to transfer ownership of data that has been incorrectly tagged in the CAMS system over the past 10 years.
- Continue stormwater asset collection utilizing the college intern program.
- Continue management of Lyon Oaks Wetland Bank.

### ACHIEVEMENTS

The Planning and Environmental Concerns team achieved a number of important milestones in fiscal year 2017/18, including the following:

#### Systems Planning

- **Funding**
  - Successfully led process with the Oakland County Federal Committee to change the distribution of federal-aid resulting in millions of dollars more for RCOC projects.
  - Received Transportation Investment Generating Economic Recovery (TIGER) grant for North Holly Road.
- **Special Projects**
  - Prepared the Budget Hearing Report.
  - Conducted the 2017 Strategic Plan process, and prepared report.
  - Prepared landscape design for Beverly Hills grounds.
  - Coordinated with multiple departments to create an online interactive story map of 2017 RCOC projects.

# 2018/19 Departments

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## PLANNING AND ENVIRONMENTAL CONCERNS

### ACHIEVEMENTS (CONTINUED)

#### Safety Planning (continued)

- **Safety**
  - Organized Safety Review Committee Meeting and follow up with tasks assigned to various departments.
  - Attended all Traffic Improvement Association (TIA)/RCOC quarterly meetings to discuss safety initiatives.
  
- **Assistance to other departments**
  - Verified that at least 1% of MTF was used for non-motorized facilities.
  - Reviewed and made recommendations for proposed abandonments of E Street, South Campus Drive, North Court Tower Boulevard, Lockhart Street, and Stratton Drive. Provided useful map of locations to Legal.
  - Prepared Financial Plan Report.
  - Prepared landscape plans for Pontiac Trail/M-5 roundabout.
  
- **Assistance to partner agencies**
  - Assisted with the rural funding which was purchased from other counties.
  - Participate in SEMCOG Road Safety Implementation Team.
  - Reviewed and provided comments on master plans to the City of Auburn Hills, City of Farmington Hills, City of Clawson, Oakland Township, Bloomfield Township, and Shelby Township.

#### Information Systems

- **General**
  - On-going backup and archiving of non-active employee's email accounts was completed in October.
  - On-going updating of the Global Address Book in Exchange with complete employee profiles.
  - IS assumed responsibility from Central Operations Department (COD) for RCOC's phone system. (IS has responsibility for Cell Phones and land lines.)
  - Revised email groups (Beverly Hills, Waterford, All RCOC Employees, etc) for accuracy and completeness.

## PLANNING AND ENVIRONMENTAL CONCERNS

### ACHIEVEMENTS (CONTINUED)

#### Information Systems (continued)

- **Network/Hardware**
  - Completed network configuration needed to provide VPN access to internal RCOC systems.
  - Installed new Wi-Fi access points in Districts 1, 2, 3, 4, 4S & 4T.
  - Installed a new communication line at the Milford garage.
  - Provided the Public Information Office access to the LED Billboard at PVR for the purpose of managing the displayed messages.
  - Migrated all Novell servers to Microsoft Active Directory.
  - AT&T upgraded the internet communications line, increasing the speed by a factor of five.
  - Purchased and implemented new firewall for the agency.
  - Purchased and implemented Datto Cloud back up system to replace legacy tape system.
  
- **Software Applications**
  - Completed extensive process with all departments of vetting Enterprise Resource Planning (ERP) software vendors, resulting in a recommendation to go with Precision.
  - Upgraded Field Manager software from 5.2a to 5.3a.
  - Purchased and implemented Office 365 for the agency.
  - The new Firewall and Office 365 implementation eliminated the need for Websense to provide network and email security.
  - On-going: Upgrade to Symantec PC and Server anti-virus software.

#### Environmental Concerns

- **General**
  - Completed and submitted the MS4 Stormwater permit to the MDEQ.
  - Updated RCOC's Stormwater Pollution Prevention Plan for each District garage.
  - Completed a MDEQ audit of RCOC's post-construction stormwater standards.
  - Assisted with the Southfield Road and Orchard Lake Road Environmental Assessments (EA) and the Northwestern Connector Environmental Assessment Re-evaluation.
  - Managed RCOC's SESC program, including APA status.
  - Conducted Volatile Organic Compound (VOC) testing and water sampling at District garages.
  - Cityworks E-mail notification implemented agency-wide for any time a service request is created or modified.
  - Intern asset collection of 12,500 catch basins and manhole covers.

## PLANNING AND ENVIRONMENTAL CONCERNS

### ACHIEVEMENTS (CONTINUED)

#### Environmental Concerns (continued)

- Updated RCOC's Threatened & Endangered Species clearance standards.
- VOC testing and water sampling at district garages.
- **Assistance to other departments**
  - Worked with DCS to create a Cityworks Geocoding training manual for new and existing employees.
  - Built a training manual for Firefox ESR installation that shows the user how to do a permanent install to eliminate map issues within Cityworks.
  - Worked with Right-of-Way on the development of a plan to get all their parcel information loaded into GIS and Cityworks for better organization.
  - Adopt-A-Road map updated, created web mapping application that has since been posted on the RCOC website.
  - Custom template created that sends residents a copy of their service request when the complaint is initiated in Cityworks.
  - Continued to train all new maintenance staff in good housekeeping practices, RCOC's Illicit Discharge Elimination Program procedures and Phragmites awareness.
  - Completed monthly comprehensive preventative maintenance and good housekeeping inspections for the district garages, along with training district employees.
- **Assistance to Residents, Communities and Other Agencies**
  - 21st Century Asset Management Pilot Program, which included contributing to monthly meetings, converting our GIS data to SEMCOG schema, importing the data into a GIS database and the signing of a "Data Sharing Agreement" with the State.
  - Worked with Planning to create an ESRI story map of 2017 road projects on the RCOC website for all residents to view.
  - Continued to lead RCOC's involvement in the Cooperative Invasive Species Management Areas (CISMA) partnership for invasive species removal from RCOC ROWs.
  - Responded to numerous environmental related complaints, both from residents and DEQ.
  - Assisted Oakland County GIS with the testing of a new aerial imagery service that houses the 2015 and new 2017 imagery for all of Oakland County.

### SUMMARY OF BUDGET

The current fiscal year Planning and Environmental Concerns budget reflects a 3.6% decrease from the previous fiscal year amended budget. The decrease is primarily due to a 73.1% decrease in capital outlay.

## 2018/19 Department

### Object Detail

#### Department: Planning & Environmental Concerns

| <u>Object</u>                                   | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|---|---------------------------------|---|---|---------------------------------|
| <b>Salaries</b><br>(See Position-Salary Detail) | <b>\$684,644</b>                | <b>\$885,759</b>                                    | <b>\$885,759</b>                                  | <b>\$910,281</b>                |
| <b>Supplies, Materials &amp; Parts</b>          |                                 |   |   |                                 |
| Stationery & Office Supplies                    | 1,915                           | 8,000   | 8,000   | 8,000                           |
| Computers (Non-Capital)                         | 15,581                          | 43,200  | 58,200  | 84,500                          |
| Software (Non-Capital)                          | 1,490                           | 2,073   | 2,073   | 4,000                           |
| Books, Subscriptions & Publications             | 0                               | 300   | 300   | 300                             |
| Membership Fees & Dues                          | 1,548                           | 1,760   | 1,760   | 2,000                           |
| Data Processing Supplies                        | 3,852                           | 12,000  | 12,000  | 13,000                          |
| Road Materials (Adopt A Road)                   | <u>0</u>                        | <u>0</u>  | <u>0</u>  | <u>0</u>                        |
|   | <b>24,387</b>                   | <b>67,333</b>                                       | <b>82,333</b>                                     | <b>111,800</b>                  |
| <b>Contracted Services</b>                      |                                 |   |   |                                 |
| EDP Services                                    | 194,128                         | 315,620   | 446,832   | 444,660                         |
| Professional Services                           | <u>259,941</u>                  | <u>285,500</u>                                      | <u>308,500</u>                                    | <u>331,899</u>                  |
|   | <b>454,069</b>                  | <b>601,120</b>                                      | <b>755,332</b>                                    | <b>776,559</b>                  |
| <b>Other Expenses</b>                           |                                 |   |   |                                 |
| Travel  | 6,216                           | 14,200  | 14,200  | 15,000                          |
| Training  | 543                             | 17,000  | 17,000  | 19,350                          |
| Telephone                                       | <u>0</u>                        | <u>0</u>  | <u>253,230</u>                                    | <u>334,000</u>                  |
|   | <b>6,759</b>                    | <b>31,200</b>                                       | <b>284,430</b>                                    | <b>368,350</b>                  |
| <b>Capital Outlay</b>                           |                                 |   |   |                                 |
| Office Equipment                                | <b>11,444</b>                   | <b>88,000</b>                                       | <b>334,000</b>                                    | <b>90,000</b>                   |
| <b>TOTAL</b>                                    | <b>\$1,181,303</b>              | <b>\$1,673,412</b>                                  | <b>\$2,341,854</b>                                | <b>\$2,256,990</b>              |

## 2018/19 Department

### Position - Salary Detail

#### Department: Planning and Environmental Concerns

| <u>Budgeted Positions</u> | <u>Classification</u>                                       | <u>Salary Minimum</u> | <u>Salary Maximum</u> | <u>Salary Appropriation</u> |
|---------------------------|---|-----------------------|-----------------------|-----------------------------|
| 1                         | Director of Planning & Environmental Concerns               | \$82,948              | \$109,769             | \$109,769                   |
| 1                         | Transportation Planning Coordinator                         | 79,343                | 90,050                | 90,050                      |
| 1                         | Information Systems Senior Software Applications Supervisor | 74,808                | 84,861                | 84,861                      |
| 1                         | Environmental Concerns Coordinator                          | 70,274                | 79,689                | 79,689                      |
| 1                         | Information Systems Network Supervisor                      | 65,541                | 74,501                | 74,501                      |
| 1                         | Planner III   | 65,541                | 74,501                | 74,501                      |
| 1                         | GIS Lead  | 60,148                | 69,303                | 69,303                      |
| 1                         | Planner II  | 55,820                | 65,332                | 65,332                      |
| 1                         | Environmentalist II   | 55,820                | 65,332                | 65,332                      |
| 1                         | Computer Programmer II                                      | 55,820                | 65,332                | 65,332                      |
| 1                         | Computer Technician   | 50,799                | 59,396                | 59,396                      |
| 1                         | Information Systems Clerk                                   | 43,248                | 47,365                | 47,365                      |
| <b>12</b>                 | <b>TOTAL</b>  |                       |                       | <b>\$885,431</b>            |
|                           |   |                       | Overtime              | 23,000                      |
|                           |   |                       | Retention             | 1,850                       |
|                           |   |                       | <b>TOTAL SALARIES</b> | <b>\$910,281</b>            |

# 2018/19 Departments

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## **TRAFFIC SAFETY**

Traffic-Safety consists of the Traffic Engineering Division, Signal System Division, District 7 (traffic signs and guardrail) and District 8 (traffic signals and other electrical devices).

### **Traffic Engineering**

The Traffic Engineering Division's activities include the study, planning and design for the safe and efficient movement of traffic on roads in Oakland County. This includes collecting and analyzing traffic data; analyzing traffic accident information; reviewing the geometrics on construction plans; reviewing permits; providing permanent construction and detour signing diagrams; providing for contracted pavement markings; and inspecting contractor work for signing and pavement markings. In addition, the Traffic Engineering Division provides engineering services to the operating districts that are responsible for installing and maintaining the traffic signs, traffic signals and guardrails on the road system, oversees collection of volume and intersection counts, speed and gap studies and other special counts.

### **Signal Systems**

The Signal Systems Division has responsibility for the Traffic Signal Program, various traffic signal projects, traffic signal retimings, engineering services to District 8, Connected Vehicle and Intelligent Transportation Systems (ITS) projects. One of the projects included in FAST-TRAC is the Sydney Coordinated Adaptive Traffic System (SCATS), which adaptively manages signal timing using detection and is operated by staff at the Traffic Operation Center (TOC). The division also does inspections for contractor signal work and designs/layouts for all electrical devices.

### **District 7**

District 7 known as the Sign Shop is responsible for the fabrication, installation and maintenance of traffic signs and attenuators on the RCOC and MDOT road systems, plus the installation and maintenance of guardrail and cedar posts on the RCOC road system. This includes construction, detour and staging signing on many road projects.

### **District 8**

District 8 known as the Electrical Shop is charged with the responsibility of maintaining approximately 1,600 traffic signals and other electrical devices in Oakland County on RCOC, MDOT and most city road systems. District 8 also installs new traffic signals and school flashers as needed, replaces obsolete equipment and assists in the deployment of FAST-TRAC or ITS projects including the Connected Vehicle program. District 8 also does building wiring as the need arises and time exists.

# 2018/19 Departments

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## **TRAFFIC SAFETY**

### **GOALS AND OBJECTIVES**

The objectives planned for the next budget year by division are as follows:

#### **Traffic Engineering**

- Ongoing updates to the Sign Management System, which includes a process to ensure compliance with the new reflectivity standards mandated by the Federal Highway Administration (FHWA).
- Utilize the Pavement Marking Management System to better organize and track pavement markings and legends.

#### **Signal Systems**

- Implement low cost SCATS wireless communications.
- Install CCTV cameras at high volume intersections.
- Work on multiple Connected Vehicle projects.
- Continue the search to relocate the TOC.
- Evaluate different vehicle detection technologies.

## **ACHIEVEMENTS**

Continue to upgrade signs to bring into compliance with the Michigan Manual on Uniform Traffic Control Devices (MMUTCD) and reflectivity guidelines.

One big cost savings for the RCOC has been the change from incandescent traffic signal lamps to LEDs (Light Emitting Diodes). It has resulted in the reduction of power usage as well as the number of trouble calls for lamp outs. The LED signal lowers operating costs because of their long life (approximately 10 to 15 years) and significantly lowers electricity usage (uses over 85% less electricity than incandescent light bulbs).

Another big cost savings is the switch to retro reflective case signs which eliminates the electricity required for the traditional internal illumination. This saves an average of over \$200 per intersection per year.

The RCOC now has installed over 200 box span signals which put signal heads on the far side of the intersection from the stop bar as opposed to the traditional diagonal spans where signal heads are in the middle of the intersection. This type of installation provides greater safety for our crews. RCOC also installs backplates with reflective striping at new and modernized traffic signals. Both the installation of box spans and backplates provide improved visibility and, hence, improved safety for motorists as well.

# 2018/19 Departments

## TRAFFIC SAFETY

### ACHIEVEMENTS (CONTINUED)

The RCOC has also installed High-intensity Activated crosswalk (HAWK) devices and rectangular rapid flashing beacons (RRFBs) at four roundabouts and worked with a team of researchers to evaluate their effectiveness. The intent is to better understand how visually impaired pedestrians cross at roundabouts. A report released in 2012 showed positive results in aiding pedestrians at roundabouts.

Traffic-Safety plans to continue developing an overall communications plan for FAST-TRAC intersections.

|   | <u>FY 2016-17</u> | <u>FY 2017-18</u> | <u>Budgeted<br/>FY 2018-19</u> |
|---|-------------------|-------------------|--------------------------------|
| <b>Traffic Signal Installations</b><br>(including flashers)   | 2                 | 2                 | 2                              |
| <b>Traffic Signal Modernization</b><br>(including installations under<br>jurisdictions of other agencies<br>and other electrical devices) | 3                 | 4                 | 2                              |
| <b>Traffic Signals Maintained</b>   | 1,620             | 1,625             | 1,630                          |
| <b>Traffic Sign Maintenance</b>   | 15,200            | 15,300            | 15,300                         |
| <b>Guardrail (feet)</b>   | 2,500             | 2,500             | 2,600                          |

### SUMMARY OF BUDGET

The Traffic-Safety Department's current fiscal year budget reflects a 14.6% decrease from the previous fiscal year amended budget. The decrease is primarily due to a 43.5% decrease in capital outlay and a 14.3% decrease in contracted services.

## 2018/19 Department

### Object Detail

#### Department: Traffic-Safety

| <u>Object</u>  | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|--|---------------------------------|---|---|---------------------------------|
| <b>Salaries</b><br><b>(See Position-Salary Detail)</b> | <b>\$4,923,435</b>              | <b>\$5,140,401</b>                                  | <b>\$5,140,401</b>                                | <b>\$5,532,848</b>              |
| <b>Supplies, Materials &amp; Parts</b>                 |                                 |   |   |                                 |
| Stationery & Office Supplies                           | 16,236                          | 18,000  | 18,000  | 18,000                          |
| Office Equipment/Furn (Non-Cap)                        | 2,821                           | 0   | 0   | 22,800                          |
| Parts & Supplies                                       | 14                              | 500   | 500   | 500                             |
| Dept Equipment (Non-Cap)                               | 0                               | 0   | 1,462   | 0                               |
| Books, Subscriptions & Publications                    | 0                               | 500   | 500   | 500                             |
| Membership Fees & Dues                                 | 1,017                           | 2,000   | 2,000   | 2,000                           |
| Safety Control Expense                                 | 32,522                          | 24,000  | 24,000  | 35,000                          |
| Materials-Electric Install/Modernize                   | 778,262                         | 880,000   | 1,504,453   | 800,000                         |
| Signs & Materials                                      | 261,333                         | 338,042   | 540,646   | 453,247                         |
| Guardrail & Misc.                                      | 163,844                         | 175,000   | 195,896   | 175,000                         |
| Attenuator   | 27,338                          | 90,000  | 172,662   | 90,000                          |
| Other Road Materials                                   | 2,185                           | 2,000   | 2,000   | 2,000                           |
| Small Tools  | <u>32,681</u>                   | <u>40,000</u>                                       | <u>40,000</u>                                     | <u>40,000</u>                   |
|  | <b>1,318,251</b>                | <b>1,570,042</b>                                    | <b>2,502,119</b>                                  | <b>1,639,047</b>                |
| <b>Contracted Services</b>                             |                                 |   |   |                                 |
| EDP Services   | 0                               | 500   | 500   | 500                             |
| Maintenance Contracts                                  | 2,565,669                       | 3,692,900   | 5,701,468   | 4,874,000                       |
| Outside Equipment Rental                               | 1,533                           | 15,000  | 6,398   | 15,000                          |
| Disposal of Hazardous Waste                            | 0                               | 250   | 250   | 250                             |
| Workers' Comp-Self Insured Exp                         | <u>40,463</u>                   | <u>52,763</u>                                       | <u>52,763</u>                                     | <u>50,125</u>                   |
|  | <b>2,607,664</b>                | <b>3,761,413</b>                                    | <b>5,761,379</b>                                  | <b>4,939,875</b>                |
| <b>Other Expenses</b>                                  |                                 |   |   |                                 |
| Travel   | 13,189                          | 12,000  | 12,000  | 15,000                          |
| Training   | 2,097                           | 10,000  | 10,000  | 10,000                          |
| Special Training-District 8                            | <u>29,674</u>                   | <u>6,500</u>  | <u>9,500</u>                                      | <u>7,000</u>                    |
|  | <b>44,959</b>                   | <b>28,500</b>                                       | <b>31,500</b>                                     | <b>32,000</b>                   |

## 2018/19 Department

### Object Detail

#### Department: Traffic-Safety (continued)

| <u>Object</u>                   | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|---------------------------------|---------------------------------|---|---|---------------------------------|
| <b>Utilities</b>                |                                 |   |   |                                 |
| Street Lighting Utilities       | 42,190                          | 33,500  | 33,500  | 20,000                          |
| Traffic Signal Utilities        | <u>572,600</u>                  | <u>800,000</u>                                      | <u>797,000</u>                                    | <u>500,000</u>                  |
|                                 | <b>614,790</b>                  | <b>833,500</b>                                      | <b>830,500</b>                                    | <b>520,000</b>                  |
| <b>Repair/Maintenance</b>       |                                 |   |   |                                 |
| Radio Communication & Repair    | 1,955                           | 5,000   | 5,000   | 5,000                           |
| Road & General Equipment Repair | <u>2,612</u>                    | <u>5,000</u>  | <u>5,000</u>                                      | <u>5,000</u>                    |
|                                 | <b>4,567</b>                    | <b>10,000</b>                                       | <b>10,000</b>                                     | <b>10,000</b>                   |
| <b>Capital Outlay</b>           |                                 |   |   |                                 |
| Road Equipment                  | 481,238                         | 615,556   | 1,658,712   | 936,556                         |
| Office Equipment                | <u>7,900</u>                    | <u>0</u>  | <u>0</u>  | <u>0</u>                        |
|                                 | <b>489,138</b>                  | <b>615,556</b>                                      | <b>1,658,712</b>                                  | <b>936,556</b>                  |
| <b>TOTAL</b>                    | <b>\$10,002,805</b>             | <b>\$11,959,412</b>                                 | <b>\$15,934,611</b>                               | <b>\$13,610,326</b>             |

## 2018/19 Department

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### Position - Salary Detail

Department: Traffic-Safety

Division: Office of Director

| <u>Budgeted Positions</u> | <u>Classification</u>      | <u>Salary Minimum</u> | <u>Salary Maximum</u> | <u>Salary Appropriation</u>  |
|---------------------------|----------------------------|-----------------------|-----------------------|------------------------------|
| 1                         | Director of Traffic Safety | \$82,948              | \$109,769             | \$109,769                    |
| 1                         | Secretary                  | 43,248                | 47,365                | 47,365                       |
| <hr/> <b>2</b>            | <b>TOTAL</b>               |                       |                       | <hr/> <b>\$157,134</b>       |
|                           |                            |                       | Overtime              | 1,000                        |
|                           |                            |                       | Retention             | 600                          |
|                           |                            | <b>TOTAL SALARIES</b> |                       | <hr/> <b>\$158,734</b> <hr/> |

## 2018/19 Department

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### Position - Salary Detail

**Department: Traffic-Safety**

**Division: Traffic Engineering**

| <u>Budgeted Positions</u> | <u>Classification</u>     | <u>Salary Minimum</u> | <u>Salary Maximum</u> | <u>Salary Appropriation</u>  |
|---------------------------|---------------------------|-----------------------|-----------------------|------------------------------|
| 1                         | Traffic Engineer          | \$79,343              | \$90,050              | \$90,050                     |
| 2                         | Civil Engineer III        | 65,541                | 76,830                | 155,160 *                    |
| 1                         | Civil Engineer II         | 55,820                | 65,332                | 65,332                       |
| 1                         | Traffic Operations Tech   | 50,799                | 59,396                | 59,396                       |
| 5                         | Engineering Technician II | 46,365                | 54,154                | 270,770                      |
| <hr/> <b>10</b>           | <b>TOTAL</b>              |                       |                       | <hr/> <b>\$640,708</b>       |
|                           |                           |                       | Overtime              | 90,000                       |
|                           |                           |                       | Retention             | 7,450                        |
|                           |                           |                       | <b>TOTAL SALARIES</b> | <hr/> <b>\$738,158</b> <hr/> |

\*includes (1) \$1,500 stipend

## 2018/19 Department

### Position - Salary Detail

**Department: Traffic-Safety**

**Division: Signal System Division**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>               | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|-------------------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | Signal Systems Engineer             | \$79,343                  | \$92,701                  | \$92,701                        |
| 2                             | Civil Engineer III - Signal Systems | 65,541                    | 79,539                    | 160,578 *                       |
| 1                             | Electrical Technician III           | 54,283                    | 64,581                    | 64,581                          |
| 4                             | Civil Engineer II                   | 55,820                    | 65,332                    | 261,828 **                      |
| 4                             | Electrical Technician II            | 50,799                    | 59,396                    | 237,584                         |
| 1                             | Engineering Technician II           | 50,799                    | 54,154                    | 54,154                          |
| 1                             | Account Clerk                       | 43,248                    | 47,365                    | 47,365                          |
| <b>14</b>                     | <b>TOTAL</b>                        |                           |                           | <b>\$918,791</b>                |
|                               |                                     |                           | Overtime                  | 70,000                          |
|                               |                                     |                           | Retention                 | 6,800                           |
|                               |                                     |                           | <b>TOTAL SALARIES</b>     | <b>\$995,591</b>                |

\*includes (1) \$1,500 stipend

\*\* includes (1) \$500 stipend

## 2018/19 Department

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### Position - Salary Detail

**Department: Traffic-Safety**

**Division: District #7 Sign Shop**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>  | <u>Salary</u>         |                | <u>Salary<br/>Appropriation</u> |
|-------------------------------|------------------------|-----------------------|----------------|---------------------------------|
|                               |                        | <u>Minimum</u>        | <u>Maximum</u> |                                 |
| 1                             | Superintendent         | \$67,336              | \$74,501       | \$74,501                        |
| 2                             | Foreman                | 61,838                | 62,452         | 124,904                         |
| 2                             | Auger Operator         | 54,267                | 54,809         | 109,618                         |
| 7                             | Sign Truck Driver      | 51,272                | 51,782         | 362,474                         |
| 1                             | Sign Fabricator        | 51,272                | 51,782         | 51,782                          |
| 2                             | Guardrail Installer    | 50,544                | 51,054         | 102,108                         |
| 1                             | Street Sign Fabricator | 50,544                | 51,054         | 51,054                          |
| 9                             | Laborer II             | 47,757                | 48,236         | 434,124                         |
| 1                             | Office Clerk           | 40,202                | 44,057         | 44,057                          |
| <hr/> <b>26</b>               | <b>TOTAL</b>           |                       |                | <hr/> <b>\$1,354,622</b>        |
|                               |                        |                       | Overtime       | 158,000                         |
|                               |                        |                       | Retention      | 19,250                          |
|                               |                        | <b>TOTAL SALARIES</b> |                | <hr/> <b>\$1,531,872</b> <hr/>  |

## 2018/19 Department

### Position - Salary Detail

**Department: Traffic-Safety**

**Division: District #8 Electrical Services**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>                            | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|--|---------------------------|---------------------------|---------------------------------|
| 1                             | Superintendent                                   | \$67,336                  | \$74,501                  | \$74,501                        |
| 3                             | Skilled Foreman                                  | 63,981                    | 64,625                    | 197,875 *                       |
| 1                             | Solid State Electrician                          | 56,202                    | 58,698                    | 58,698                          |
| 2                             | Electrician w/State<br>Master Electrical License | 60,174                    | 60,767                    | 121,534                         |
| 3                             | Electrician w/State<br>Journeyman License        | 58,178                    | 58,760                    | 176,280                         |
| 1                             | ITS Technician<br>w/State Journeyman Lic.        | 58,178                    | 58,760                    | 58,760                          |
| 8                             | Traffic Signal Technician                        | 56,202                    | 56,764                    | 454,112                         |
| 3                             | Traffic Signal Technician<br>Apprentice          | 52,146                    | 52,666                    | 157,998                         |
| 5                             | Traffic Signal Technician<br>Trainee             | 50,544                    | 51,054                    | 255,270                         |
| 2                             | Underground Laborer                              | 50,544                    | 51,054                    | 102,108                         |
| 1                             | Office Clerk                                     | 40,202                    | 44,057                    | 44,057                          |
| <b>30</b>                     | <b>TOTAL</b>                                     |                           |                           | <b>\$1,701,193</b>              |
|                               |  |                           | Overtime                  | 390,000                         |
|                               |  |                           | Retention                 | 17,300                          |
|                               |  |                           | <b>TOTAL SALARIES</b>     | <b>\$2,108,493</b>              |

\*includes \$4,000 compensation for transfer of State Master Electrician License

# 2018/19 Departments

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## **HIGHWAY MAINTENANCE**

The Highway Maintenance Department is comprised of six districts located throughout Oakland County. The proximity of each garage to job sites enables the department to minimize response time, such as in snow storms and road emergencies. Each district garage has a salt storage facility, further streamlining winter operations and minimizing shipping and travel expenditures.

The Highway Maintenance Department operates under a Maintenance Management Performance System. This system is divided into four categories:

1. Workload Planning.
2. Resource Management.
3. Control.
4. Analysis.

This system involves two types of standards in the development of the work program:

1. Quantity standards or the annual quantity of work related to RCOC's inventory measure unit.
2. Performance standards, the optimum standard method (crew size, equipment, material and procedures) for carrying out the activities of expected daily production.

### **Activities**

The following are some of the activities performed by the Highway Maintenance Department:

- Pothole Patching.
- Spreading Gravel and Other Aggregates.
- Maintenance and Repairs of Bridges and Culverts.
- Snow and Ice Control.
- Chloride Program (Dust Control).

### **Maintenance Contracts**

The following are areas where Highway Maintenance contracts for services:

- Local Maintenance Contracts with Cities and Townships.
- Curb Sweeping and Drainage Structure Cleaning.
- Tree Removal.
- Major Bridge Repair and Culvert Repair/Replacement.
- Snow Removal for major snow events (six inches or more).
- Crack Sealing and 18" Mill and Fill of Longitudinal Joints.
- Spot Resurfacing with Hot Mix Asphalt.
- Preservation Overlays with Hot Mix Asphalt.
- Full Depth Concrete Patching.
- Gravel Road Resurfacing.

# 2018/19 Departments

## HIGHWAY MAINTENANCE

### Materials

The following chart is a comparison of costs from the prior year for some of the major materials used in Highway Maintenance operations:

|                         | <b>2017/18<br/>As Bid<br/>Cost/Unit</b> | <b>2017/18<br/>As Bid<br/>Total Cost</b> | <b>2018/19<br/>Estimated<br/>Cost/Unit</b> | <b>2018/19<br/>Estimated<br/>Total Cost</b> |
|-------------------------|---|--|--|---|
| <b>Salt</b>             | 32.01                                   | 2,240,700                                | 38.14                                      | 2,670,000                                   |
| <b>Sand</b>             | 23.33                                   | 233,300                                  | 22.50                                      | 250,000                                     |
| <b>Cold Patch</b>       | 100.54                                  | 165,589                                  | 120.00                                     | 384,000                                     |
| <b>Hot Mix</b>          | 67.00                                   | 345,050                                  | 75.00                                      | 437,250                                     |
| <b>Gravel Delivered</b> | 14.00                                   | 114,800                                  | 18.45                                      | 267,010                                     |
| <b>Gravel at Pit</b>    | 9.50                                    | 23,750                                   | 11.00                                      | 32,990                                      |
| <b>RAP</b>              | 9.00                                    | 918                                      | 9.00                                       | 5,000                                       |
| <b>Slag</b>             | 19.44                                   | 28,188                                   | 20.00                                      | 30,000                                      |
| <b>Culvert</b>          | 11.00                                   | 76,475                                   | 12.00                                      | 96,000                                      |

### GOALS AND OBJECTIVES

The Highway Maintenance Department goal is to continuously seek new technologies and methods for the routine activities performed daily thus increasing the efficiency of the department's operations. The Highway Maintenance Department is looking to replace its Fleet Management System which has been utilized for over 17 years. The system has been used to monitor all types of operations throughout the county. It has been used as a training tool and helped clarify some misunderstandings with the public.

The objective of the Highway Maintenance Department is to provide safe roads for the motoring public by promptly making needed repairs. With the recent revenue increase the Maintenance Department has focused on many preservation programs, the two largest being the Preservation Overlay and Concrete Patching programs. These programs will improve the surface condition of large portions of roadway and reduce the need for routine patching by the district employees. These programs will allow districts to re-focus on all activities while the staffing numbers remain consistent from last year. The Highway Maintenance Department will continue to prioritize its work plan on the traveled portion of the roadway except for safety related items such as dead trees and sight distance concerns. Activities that lie outside of the traveled portion, i.e., aesthetics, should see a slight increase in routine work but will continue to be a lower priority.

The Highway Maintenance Department continues to open avenues to increase its supervisors' knowledge and ability in using current and new technology. The old concept of "That's how we always do it" is being replaced with "We can do it more efficiently."

# 2018/19 Departments

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## **HIGHWAY MAINTENANCE**

### **ACHIEVEMENTS**

The Maintenance Departments Flexible Dust Control Program will continue allowing the townships and the public to have a program to fit their needs. The program allows for modified scheduling of applications providing a cost savings to the purchaser, while not affecting the efficiencies of the program.

The Maintenance Department continues to invest in heavy maintenance activities such as the Spot Resurfacing Program paving numerous spot locations throughout the county. These spot locations varied in length from a couple hundred feet to nearly 1,000 feet. In some cases, the Spot Resurfacing completed a corridor that had gaps from previous construction projects. In addition to the Spot Resurfacing Program, the Preservation Overlay Program and the Concrete Patching Program will continue in FY 2018/2019. The Maintenance Department continued investing in the preventative activities such as Joint and Crack Sealing and 18" Mill & Fill of Longitudinal Joints. These activities are completed by a contractor with RCOC employees assisting in the operations.

### **SUMMARY OF BUDGET**

The Highway Maintenance Department's current fiscal year budget reflects the proactive planning of preventative programs utilizing the increase in revenues. Overall, this budget reflects a .5% decrease in the departmental budget from the previous fiscal year amended budget, primarily in road equipment.

## 2018/19 Department

### Object Detail

#### Department: Highway Maintenance

| <u>Object</u>                                   | <u>Actual</u><br><u>2016/17</u> | <u>Beginning</u><br><u>Budget</u><br><u>2017/18</u> | <u>Amended</u><br><u>Budget</u><br><u>2017/18</u> | <u>Budget</u><br><u>2018/19</u> |
|---|---------------------------------|---|---|---------------------------------|
| <b>Salaries</b><br>(See Position-Salary Detail) | <b>\$10,356,842</b>             | <b>\$10,469,785</b>                                 | <b>\$10,749,484</b>                               | <b>\$11,752,790</b>             |
| <br><b>Supplies, Materials &amp; Parts</b>      |                                 |   |   |                                 |
| Stationery & Office Supplies                    | 23,742                          | 20,000  | 20,000  | 25,000                          |
| Office Equipment/Furn (Non-Cap)                 | 136                             | 0   | 0   | 0                               |
| Dept Equipment (Non-Cap)                        | 4,206                           | 0   | 0   | 0                               |
| Books, Subscr & Publications                    | 0                               | 0   | 0   | 0                               |
| Membership Fees & Dues                          | 430                             | 1,000   | 1,000   | 1,000                           |
| Safety Control Expense                          | 42,110                          | 35,000  | 35,000  | 30,000                          |
| Brine Well                                      | 153,008                         | 170,000   | 186,992   | 170,000                         |
| Barricades                                      | 0                               | 3,000   | 3,000   | 3,000                           |
| Gravel & Slag                                   | 259,052                         | 150,000   | 150,000   | 335,000                         |
| Patching Material                               | 937,780                         | 500,000   | 500,000   | 848,318                         |
| Salt, Sand & Chloride                           | 3,614,818                       | 4,900,000   | 4,392,605   | 2,920,000                       |
| Signs & Materials                               | 24,610                          | 15,000  | 15,000  | 25,000                          |
| Other Road Materials                            | 254,036                         | 200,000   | 200,000   | 240,000                         |
| Small Tools - Road                              | <u>30,408</u>                   | <u>30,000</u>                                       | <u>30,000</u>                                     | <u>30,000</u>                   |
|   | <b>5,344,336</b>                | <b>6,024,000</b>                                    | <b>5,533,597</b>                                  | <b>4,627,318</b>                |
| <br><b>Contracted Services</b>                  |                                 |   |   |                                 |
| Maintenance Contracts                           | 11,287,002                      | 9,752,588   | 11,813,811  | 13,768,337                      |
| Prof Services-Fleet Mgmt                        | 44,183                          | 130,000   | 238,709   | 130,000                         |
| Weather Forecast Service                        | 11,199                          | 12,000  | 12,000  | 12,000                          |
| Outside Equipment Rental                        | 233,674                         | 150,000   | 201,000   | 150,000                         |
| Local Maintenance Contracts                     | 1,449,431                       | 1,445,301   | 1,445,301   | 1,459,663                       |
| Disposal of Hazardous Waste                     | 67,290                          | 100,000   | 100,000   | 100,000                         |
| Workers' Comp Self-Ins Exp                      | <u>135,514</u>                  | <u>109,071</u>                                      | <u>109,071</u>                                    | <u>107,500</u>                  |
|   | <b>13,228,293</b>               | <b>11,698,960</b>                                   | <b>13,919,892</b>                                 | <b>15,727,500</b>               |

## 2018/19 Department

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### Object Detail

#### Department: Highway Maintenance (continued)

| <b><u>Object</u></b>      | <b><u>Actual</u></b><br><b><u>2016/17</u></b> | <b><u>Beginning</u></b><br><b><u>Budget</u></b><br><b><u>2017/18</u></b> | <b><u>Amended</u></b><br><b><u>Budget</u></b><br><b><u>2017/18</u></b> | <b><u>Budget</u></b><br><b><u>2018/19</u></b> |
|---------------------------|---|--|--|---|
| <b>Other Expenses</b>     |   |  |  |   |
| Travel                    | 8,211   | 9,500  | 9,500  | 9,500   |
| Training                  | <u>11,897</u>                                 | <u>7,000</u>   | <u>7,000</u>   | <u>14,200</u>                                 |
|                           | <b>20,108</b>                                 | <b>16,500</b>  | <b>16,500</b>  | <b>23,700</b>                                 |
| <b>Repair/Maintenance</b> |   |  |  |   |
| Small Equipment Repairs   | 700   | 5,000  | 5,000  | 5,000   |
| <b>Capital Outlay</b>     |   |  |  |   |
| Road Equipment            | 2,373,724                                     | 4,169,949  | 8,368,850  | 6,297,445                                     |
| Shop Equipment            | 0   | 50,000   | 72,000   | 43,500  |
| Brine Well                | <u>0</u>                                      | <u>0</u>   | <u>0</u>   | <u>0</u>                                      |
|                           | <b>2,373,724</b>                              | <b>4,219,949</b>   | <b>8,440,850</b>   | <b>6,340,945</b>                              |
| <b>TOTAL</b>              | <b>\$31,324,003</b>                           | <b>\$32,434,194</b>  | <b>\$38,665,323</b>  | <b>\$38,477,253</b>                           |

## 2018/19 Department

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### Position - Salary Detail

**Department: Highway Maintenance**

**Division: Office of Director**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>              | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|------------------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | Director of Highway<br>Maintenance | \$89,173                  | \$118,030                 | \$118,030                       |
| 1                             | Superintendent in Training         | 63,828                    | 70,370                    | 70,370                          |
| 1                             | Maintenance Operations<br>Engineer | 79,343                    | 90,050                    | 90,050                          |
| 1                             | Civil Engineer III                 | 65,541                    | 76,830                    | 76,830                          |
| 1                             | Civil Engineer II                  | 55,820                    | 65,332                    | 65,332                          |
| 1                             | Contract Administration/Forestry   | 65,541                    | 74,501                    | 74,501                          |
| 1                             | Brine Well Specialist              | 60,148                    | 69,303                    | 69,303                          |
| 1                             | Equipment Instructor               | 62,049                    | 62,670                    | 62,670                          |
| 1                             | Foreman                            | 61,838                    | 62,452                    | 62,452                          |
| 1                             | Maintenance Analyst                | 62,049                    | 62,670                    | 62,670                          |
| 1                             | Secretary                          | 46,896                    | 47,365                    | 47,365                          |
| 1                             | Account Clerk                      | 46,896                    | 47,365                    | 47,365                          |
| <hr/> <b>12</b>               | <b>TOTAL</b>                       |                           |                           | <hr/> <b>\$846,938</b>          |
|                               |                                    |                           | Overtime                  | 100,000                         |
|                               |                                    |                           | Retention                 | 5,900                           |
|                               |                                    | <b>TOTAL SALARIES</b>     |                           | <hr/> <b>\$952,838</b> <hr/>    |

## 2018/19 Department

### Position - Salary Detail

**Department: Highway Maintenance**

**District #1: Milford**

| <u>Budgeted Positions</u> | <u>Classification</u>  | <u>Salary Minimum</u> | <u>Salary Maximum</u> | <u>Salary Appropriation</u>    |
|---------------------------|------------------------|-----------------------|-----------------------|--------------------------------|
| 1                         | Superintendent         | \$67,336              | \$74,501              | \$74,501                       |
| 2                         | Foreman                | 61,838                | 62,452                | 124,904                        |
| 1                         | Crew Leader - Chloride | 54,267                | 54,809                | 54,809                         |
| 1                         | Crew Leader - Forestry | 54,267                | 54,809                | 54,809                         |
| 4                         | Grader Operator        | 51,272                | 51,782                | 207,128                        |
| 1                         | Shovel Operator        | 51,272                | 51,782                | 51,782                         |
| 1                         | Tree Trimmer           | 50,544                | 51,782                | 51,782                         |
| 6                         | Tandem Float Driver    | 50,544                | 51,054                | 306,324                        |
| 1                         | Tire Repair            | 50,544                | 51,054                | 51,054                         |
| 2                         | Tractor Semi-Driver    | 50,544                | 51,054                | 102,108                        |
| 1                         | Skilled Laborer I      | 50,544                | 51,054                | 51,054                         |
| 1                         | Grade Person           | 49,130                | 49,619                | 49,619                         |
| 4                         | Laborer II             | 47,757                | 48,236                | 192,944                        |
| 1                         | District Clerk         | 40,202                | 44,057                | 44,057                         |
| <hr/> <b>27</b>           | <b>TOTAL</b>           |                       |                       | <hr/> <b>\$1,416,875</b>       |
|                           |                        |                       | Overtime              | 340,105                        |
|                           |                        |                       | Retention             | 11,250                         |
|                           |                        |                       | <b>TOTAL SALARIES</b> | <hr/> <b>\$1,768,230</b> <hr/> |

## 2018/19 Department

### Position - Salary Detail

**Department: Highway Maintenance**

**District #2: Davisburg**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>  | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | Superintendent         | \$67,336                  | \$74,501                  | \$74,501                        |
| 2                             | Foreman                | 61,838                    | 62,452                    | 124,904                         |
| 1                             | Crew Leader            | 54,267                    | 54,809                    | 54,809                          |
| 1                             | Crew Leader - Forestry | 54,267                    | 54,809                    | 54,809                          |
| 4                             | Grader Operator        | 51,272                    | 51,782                    | 207,128                         |
| 2                             | Tree Trimmer           | 51,272                    | 51,782                    | 103,564                         |
| 8                             | Tandem Float Driver    | 50,544                    | 51,054                    | 408,432                         |
| 1                             | Tire Repair            | 50,544                    | 51,054                    | 51,054                          |
| 2                             | Tractor Semi-Driver    | 50,544                    | 51,054                    | 102,108                         |
| 1                             | Vactor Operator        | 50,544                    | 51,054                    | 51,054                          |
| 1                             | Grade Person           | 49,130                    | 49,619                    | 49,619                          |
| 9                             | Laborer II             | 47,757                    | 48,236                    | 434,124                         |
| 1                             | District Clerk         | 40,202                    | 44,057                    | 44,057                          |
| <b>34</b>                     | <b>TOTAL</b>           |                           |                           | <b>\$1,760,163</b>              |
|                               |                        |                           | Overtime                  | 252,485                         |
|                               |                        |                           | Retention                 | 17,450                          |
|                               |                        |                           | <b>TOTAL SALARIES</b>     | <b>\$2,030,098</b>              |

## 2018/19 Department

### Position - Salary Detail

**Department: Highway Maintenance**

**District #3: Lake Orion**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u>  | <u>Salary<br/>Minimum</u> | <u>Salary<br/>Maximum</u> | <u>Salary<br/>Appropriation</u> |
|-------------------------------|------------------------|---------------------------|---------------------------|---------------------------------|
| 1                             | Superintendent         | \$67,336                  | \$70,912                  | \$74,501                        |
| 2                             | Foreman                | 61,838                    | 62,452                    | 124,904                         |
| 1                             | Crew Leader - Chloride | 54,267                    | 54,809                    | 54,809                          |
| 1                             | Crew Leader - Forestry | 54,267                    | 54,809                    | 54,809                          |
| 5                             | Grader Operator        | 51,272                    | 51,782                    | 258,910                         |
| 2                             | Tree Trimmer           | 51,272                    | 51,782                    | 103,564                         |
| 1                             | Shovel Operator        | 51,272                    | 51,782                    | 51,782                          |
| 7                             | Tandem Float Driver    | 50,544                    | 51,054                    | 357,378                         |
| 1                             | Tire Repair            | 50,544                    | 51,054                    | 51,054                          |
| 2                             | Tractor Semi-Driver    | 50,544                    | 51,054                    | 102,108                         |
| 2                             | Shoulder Maintainer    | 50,544                    | 51,054                    | 102,108                         |
| 2                             | Laborer II             | 47,757                    | 48,236                    | 96,472                          |
| 1                             | District Clerk         | 40,202                    | 44,057                    | 44,057                          |
| <hr/> <b>28</b>               | <b>TOTAL</b>           |                           |                           | <hr/> <b>\$1,476,456</b>        |
|                               |                        |                           | Overtime                  | 248,800                         |
|                               |                        |                           | Retention                 | 15,800                          |
|                               |                        |                           | <b>TOTAL SALARIES</b>     | <hr/> <b>\$1,741,056</b> <hr/>  |

## 2018/19 Department

### Position - Salary Detail

**Department: Highway Maintenance**

**District #4: Waterford**

| <u>Budgeted Positions</u> | <u>Classification</u>  | <u>Salary</u>  |                       | <u>Salary Appropriation</u> |
|---------------------------|------------------------|----------------|-----------------------|-----------------------------|
|                           |                        | <u>Minimum</u> | <u>Maximum</u>        |                             |
| 1                         | Superintendent         | \$67,336       | \$74,501              | \$74,501                    |
| 3                         | Foreman                | 61,838         | 62,452                | 187,356                     |
| 1                         | Crew Leader - Forestry | 54,267         | 54,809                | 54,809                      |
| 2                         | Tree Trimmer           | 51,272         | 51,782                | 103,564                     |
| 1                         | Grader Operator        | 51,272         | 51,782                | 51,782                      |
| 1                         | Shovel Operator        | 51,272         | 51,782                | 51,782                      |
| 2                         | Float Operator         | 50,544         | 51,054                | 102,108                     |
| 1                         | Loader Operator        | 50,544         | 51,054                | 51,054                      |
| 1                         | Skilled Laborer I      | 50,544         | 51,054                | 51,054                      |
| 1                         | Shoulder Maintainer    | 50,544         | 51,054                | 51,054                      |
| 11                        | Tandem Float Driver    | 50,544         | 51,054                | 561,594                     |
| 1                         | Vactor Operator        | 50,544         | 51,054                | 51,054                      |
| 1                         | Grade Person           | 49,130         | 49,619                | 49,619                      |
| 8                         | Laborer II             | 47,757         | 48,236                | 385,888                     |
| 1                         | District Clerk         | 40,202         | 44,057                | 44,057                      |
| <b>36</b>                 | <b>TOTAL</b>           |                |                       | <b>\$1,871,276</b>          |
|                           |                        |                | Overtime              | 366,383                     |
|                           |                        |                | Retention             | 15,200                      |
|                           |                        |                | <b>TOTAL SALARIES</b> | <b>\$2,252,859</b>          |

2018/19 Department

**Position - Salary Detail**

**Department: Highway Maintenance**

**District #4S: Southfield**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u> | <u>Salary</u>  |                       | <u>Salary<br/>Appropriation</u> |
|-------------------------------|-----------------------|----------------|-----------------------|---------------------------------|
|                               |                       | <u>Minimum</u> | <u>Maximum</u>        |                                 |
| 1                             | Superintendent        | \$67,336       | \$74,501              | \$74,501                        |
| 2                             | Foreman               | 61,838         | 62,452                | 124,904                         |
| 1                             | Shovel Operator       | 51,272         | 51,782                | 51,782                          |
| 2                             | Float Operator        | 50,544         | 51,054                | 102,108                         |
| 2                             | Skilled Laborer I     | 50,544         | 51,054                | 102,108                         |
| 1                             | Loader Operator       | 50,544         | 51,054                | 51,054                          |
| 8                             | Tandem Float Driver   | 50,544         | 51,054                | 408,432                         |
| 1                             | Tree Trimmer          | 51,272         | 51,782                | 51,782                          |
| 2                             | Vactor Operator       | 50,544         | 51,054                | 102,108                         |
| 1                             | Grade Person          | 49,130         | 49,619                | 49,619                          |
| 3                             | Laborer II            | 47,757         | 48,236                | 144,708                         |
| 1                             | District Clerk        | 40,202         | 44,057                | 44,057                          |
| <hr/> <b>25</b>               | <b>TOTAL</b>          |                |                       | <hr/> <b>\$1,307,163</b>        |
|                               |                       |                | Overtime              | 346,731                         |
|                               |                       |                | Retention             | 12,750                          |
|                               |                       |                | <b>TOTAL SALARIES</b> | <hr/> <b>\$1,666,644</b> <hr/>  |

## 2018/19 Department

### Position - Salary Detail

**Department: Highway Maintenance**

**District #4T: Troy**

| <u>Budgeted<br/>Positions</u> | <u>Classification</u> | <u>Salary</u>  |                       | <u>Salary<br/>Appropriation</u> |
|-------------------------------|-----------------------|----------------|-----------------------|---------------------------------|
|                               |                       | <u>Minimum</u> | <u>Maximum</u>        |                                 |
| 1                             | Superintendent        | \$67,336       | \$74,501              | \$74,501                        |
| 2                             | Foreman               | 61,838         | 62,452                | 124,904                         |
| 1                             | Shovel Operator       | 51,272         | 51,782                | 51,782                          |
| 3                             | Float Operator        | 50,544         | 51,054                | 153,162                         |
| 1                             | Skilled Laborer I     | 50,544         | 51,054                | 51,054                          |
| 5                             | Tandem Float Driver   | 50,544         | 51,054                | 255,270                         |
| 1                             | Tire Repair           | 50,544         | 51,054                | 51,054                          |
| 1                             | Vactor Operator       | 50,544         | 51,054                | 51,054                          |
| 1                             | Shoulder Maintainer   | 50,544         | 51,054                | 51,054                          |
| 1                             | Grade Person          | 49,130         | 49,619                | 49,619                          |
| 2                             | Laborer II            | 47,757         | 48,236                | 96,472                          |
| 1                             | District Clerk        | 40,202         | 44,057                | 44,057                          |
| <b>20</b>                     | <b>TOTAL</b>          |                |                       | <b>\$1,053,983</b>              |
|                               |                       |                | Overtime              | 277,782                         |
|                               |                       |                | Retention             | 9,300                           |
|                               |                       |                | <b>TOTAL SALARIES</b> | <b>\$1,341,065</b>              |

# 2018/19 Departments

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## **NON-DEPARTMENTAL**

Non-Departmental expenditures are those not directly allocated to specific departments and include fringe benefits, risk management and debt service expenses.

### **Employee Benefits**

The employee benefits include dental, hospitalization, life insurance (including accidental death and dismemberment), vision care, prescription drugs, retirement, social security, unemployment insurance, workers' compensation sick leave, Wellness Program and Flexible Spending Program.

### **Supplies, Materials and Parts**

**Membership Fees & Dues:** Expenditures that relate to memberships of the RCOC as a whole, and not individual membership fees and dues.

**First Aid Supplies:** Includes oxygen units, first aid kits and supplies.

### **Inventory Adjustment**

### **Other Expenses**

**Agency Travel/Training:** Funds travel and training opportunities related to the overall purpose of the RCOC that are not funded in a specific department.

**Building & Contents Insurance:** Provides coverage for physical damage to RCOC buildings and contents, mobile (contractor) equipment, licensed vehicles, boilers and machinery and computer equipment.

**Fleet Liability Insurance:** Liability insurance for the RCOC's car and truck fleet.

**Public Officials/Employees Liability:** Provides coverage for the retirement system and deferred compensation fiduciary responsibility and the employee faithful performance blanket bond.

**General Liability Insurance:** Provides coverage for general liability exposures above a specific retention amount.

**General Liability Self-Insured Expense:** Provides for the funding of claims and suits resolved within the RCOC retention limit.

## 2018/19 Departments

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### **NON-DEPARTMENTAL**

#### **Other Expenses (continued)**

**Service Fees:** Provides funds to pay third-party administrators to adjust claims in general liability and workers' compensation exposures.

**Special Risk Liability Self-Insured Expense:** The RCOC is self-insured in special risk exposures. This includes, but is not limited to, pollution liability and crime exposures.

**Attrition:** This total normally represents the annual amount related to the normal process of filling position vacancies.

#### **Debt Service**

There were no obligations for interest and repayment of principal on bonds and notes.

### **SUMMARY OF BUDGET**

The Non-Departmental current fiscal year budget reflects a 2.5% decrease from the previous fiscal year amended budget.

## 2018/19 Non-Departmental

### Object Detail

#### Department: Non-Departmental

| <u>Object</u>                          | <u>Actual<br/>2016/17</u> | <u>Beginning<br/>Budget<br/>2017/18</u> | <u>Amended<br/>Budget<br/>2017/18</u> | <u>Budget<br/>2018/19</u> |
|--|---------------------------|---|---------------------------------------|---------------------------|
| <b>Employee Benefits</b>               |                           |   |                                       |                           |
| Signing Bonus                          | \$0                       | \$0                                     | \$482,500                             | \$0                       |
| Social Security                        | 1,906,312                 | 2,218,602                               | 2,218,602                             | 2,572,987                 |
| Sick Leave Redemption                  | 144,347                   | 138,000                                 | 138,000                               | 125,000                   |
| Annual Leave Redemption                | 0                         | 400,000                                 | 400,000                               | 400,000                   |
| Dental Insurance Self-Active           | 409,279                   | 331,057                                 | 331,057                               | 376,583                   |
| Medical-Active                         | 3,999,704                 | 4,390,145                               | 4,390,145                             | 3,976,693                 |
| Vision Care-Active                     | 10,804                    | 61,860                                  | 61,860                                | 59,116                    |
| Prescription Drugs-Active              | 213,507                   | 413,762                                 | 413,762                               | 420,713                   |
| Medical Opt Out                        | 0                         | 0                                       | 0                                     | 0                         |
| Medical Retirees                       | 4,778,474                 | 5,678,542                               | 5,678,542                             | 5,981,789                 |
| Prescription Drugs-Retirees            | 2,005,323                 | 2,693,215                               | 2,693,215                             | 2,590,123                 |
| Consumerism Bundle                     | 7,980                     | 42,480                                  | 42,480                                | 44,280                    |
| Post Employment Benefits-Emp Contrib   | 1,837,405                 | 1,500,000                               | 2,477,488                             | 2,697,494                 |
| Life Insurance                         | 87,774                    | 90,540                                  | 90,540                                | 96,963                    |
| Retirement-Employer Contribution       | 5,549,161                 | 5,500,000                               | 5,500,000                             | 5,500,000                 |
| Workers' Compensation Insurance        | 94,274                    | 125,000                                 | 125,000                               | 130,000                   |
| Service Fees (Workers' Comp)           | 31,192                    | 80,000                                  | 80,000                                | 80,000                    |
| Workers' Compensation Self-Insured Exp | 102,006                   | 700,000                                 | 700,000                               | 536,726                   |
| Loss Control Services                  | 16,041                    | 35,000                                  | 35,000                                | 35,000                    |
| Unemployment Insurance                 | 30,158                    | 25,000                                  | 25,000                                | 32,000                    |
| Wellness Program                       | 19,529                    | 24,000                                  | 24,000                                | 24,000                    |
| Flex Spending Account (FSA) Admin      | 2,500                     | 8,499                                   | 8,499                                 | 8,500                     |
| Cobra Admin-TP Sourcing                | <u>3,293</u>              | <u>6,900</u>                            | <u>6,900</u>                          | <u>6,900</u>              |
|  | <b>21,249,062</b>         | <b>24,462,602</b>                       | <b>25,922,590</b>                     | <b>25,694,867</b>         |

#### Supplies, Materials & Parts

|                              |                |                |                |                |
|------------------------------|----------------|----------------|----------------|----------------|
| Membership Fees & Dues       | \$61,964       | \$95,000       | \$95,000       | \$100,000      |
| First Aid Supplies           | 24,079         | 12,000         | 12,000         | 13,000         |
| Other Administration Expense | 455            | 0              | 0              | 0              |
| Inventory Adjustment         | <u>18,244</u>  | <u>100,000</u> | <u>100,000</u> | <u>50,000</u>  |
|                              | <b>104,743</b> | <b>207,000</b> | <b>207,000</b> | <b>163,000</b> |

#### Other Expenses

|                                |         |         |         |          |
|--------------------------------|---------|---------|---------|----------|
| Agency Travel/Training         | \$245   | \$9,000 | \$9,000 | \$10,000 |
| Buildings & Contents Insurance | 102,774 | 185,000 | 185,000 | 190,000  |

## 2018/19 Non-Departmental

### Object Detail

**Department: Non-Departmental (continued)**

| <u>Object</u>                           | <u>Actual<br/>2016/17</u> | <u>Beginning<br/>Budget<br/>2017/18</u> | <u>Amended<br/>Budget<br/>2017/18</u> | <u>Budget<br/>2018/19</u> |
|---|---------------------------|---|---------------------------------------|---------------------------|
| <b>Other Expenses (continued)</b>       |                           |   |                                       |                           |
| Fleet Liability Insurance               | 209,493                   | 235,000                                 | 235,000                               | 240,000                   |
| Fiduciary & Performance Bond            | 19,093                    | 20,000                                  | 20,000                                | 20,000                    |
| Public Officials & Employees            | 36,268                    | 45,000                                  | 45,000                                | 50,000                    |
| General Liability Insurance             | 354,295                   | 520,000                                 | 520,000                               | 530,000                   |
| General Liability Self-Insured Exp      | 62,411                    | 1,000,000                               | 1,000,000                             | 1,000,000                 |
| Service Fees (General Liability)        | 62,818                    | 60,000                                  | 60,000                                | 65,000                    |
| Special Risk Liability Self-Insured Exp | 528,154                   | 150,000                                 | 150,000                               | 150,000                   |
| Brokers' Fees                           | 82,311                    | 125,000                                 | 125,000                               | 125,000                   |
| Loss Control Services - GL              | 19,600                    | 20,000                                  | 20,000                                | 20,000                    |
| Drug/Alcohol Testing                    | 13,533                    | 16,000                                  | 16,000                                | 16,000                    |
| Road Commission Contingency             | 0                         | 477,511                                 | 477,511                               | 0                         |
| Personnel Turnover-Attrition            | 0                         | (500,000)                               | (500,000)                             | (500,000)                 |
| Suspense Expense                        | <u>39,393</u>             | <u>0</u>                                | <u>0</u>                              | <u>0</u>                  |
|   | <b>1,530,387</b>          | <b>2,362,511</b>                        | <b>2,362,511</b>                      | <b>1,916,000</b>          |
| <b>Debt Service</b>                     |                           |   |                                       |                           |
| Debt Service/Principle                  | \$0                       | \$0                                     | \$0                                   | \$0                       |
| Debt Service/Interest                   | 0                         | 0                                       | 0                                     | 0                         |
| Bond Payment Fees & Issue Cost          | <u>0</u>                  | <u>0</u>                                | <u>0</u>                              | <u>0</u>                  |
|   | <b>0</b>                  | <b>0</b>                                | <b>0</b>                              | <b>0</b>                  |
| <b>TOTAL</b>                            | <b>\$22,884,192</b>       | <b>\$27,032,113</b>                     | <b>\$28,492,101</b>                   | <b>\$27,773,867</b>       |

# CAPITAL BUDGETING



## 2018/19 Capital Budgeting

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The Road Commission for Oakland County's capital budget consists of two categories: Capital Outlay and the Road Improvement Program (which is covered in the next section).

### **CAPITAL OUTLAY**

Capital Outlay categories consist of land, land improvements, buildings, road equipment, shop equipment, office equipment, engineering equipment, storage facilities and brine wells. Most of the funding for these expenditures comes from the state-collected motor fuel and vehicle taxes.

### **VEHICLE FLEET STATUS**

In the past, the RCOC developed a quantitative approach to assessing fleet status. This approach tracks the average age, miles driven, and cumulative maintenance costs of the automobiles, vans, pickups and heavy trucks in the fleet. Major vehicle purchases, coupled with aggressive preventive maintenance and improved vehicle specification procedures, resulted in a high level of fleet readiness. Each major vehicle type has been assigned a DX (discard) standard based on age to determine total needs. Fleet acquisitions were made on a priority basis based on the age and condition of the equipment that had to be removed from active fleet service.

Currently, recognizing the ongoing need for vehicle fleet improvement, there is priority present to improve fleet with the new funding that has become available. It will take several years to return the fleet to an acceptable level of condition.

### **Criteria**

The RCOC's criteria for replacement of its equipment is composed of the average age, miles driven and cumulative maintenance costs compared to an average standard that has been established for each type of vehicle in the fleet. The decision for replacement of the RCOC's road equipment, which represents the major share of capital expenditures, is then based on the fleet manager's recommendations evaluated against the total capital outlay request.

In recent years, a reduction was implemented to "right-size" the fleet due to decreases in the work force and for equipment that has been taken out of service. The result was the removal of over 44 equipment units from the fleet and is an on-going process. Current costs for fleet replacements were also reviewed and reductions in the estimated costs have been made based on information available through the State's MiDeal contracts. It is anticipated that reduction in costs will be achieved through the specification of equipment that utilizes "standard" packages and reduces long-term fuel costs. RCOC received additional State revenues in 2015; these revenues enabled RCOC to address

# 2018/19 Capital Budgeting

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## **Criteria (continued)**

the most pressing needs of the fleet. In determining capital outlay priorities for the current budget, efforts were made to prioritize the equipment involved in the core mission of the agency. The majority of the investment will be geared towards improving snow plowing, gravel road maintenance and signal and sign maintenance services.

## **Cost/Benefit Analysis**

All capital expenditures exceeding \$25,000 require a cost/benefit study with the budget submission before budget approval by the Board of Road Commissioners.

## **The Road Commission Passenger Vehicle Fleet**

The RCOC implemented a cost savings program for the purchase of passenger vehicles, replacing the entire fleet in the recent four years. Used vehicles were purchased in the 2017/18 fiscal year. For the current year, this budget includes \$138,000 for the replacement of 6 automobiles.

## **The Road Commission Pickup and Van Fleet**

The average age of the pickup and van fleet is now 6.2 years. This represents a great improvement which has taken place during the last three years. Approximately 10 percent of these vehicles still have cumulative maintenance costs equal to the original purchase price. The average pickup or van has been driven in excess of 60,000 miles. This budget includes replacements of 24 pickups for \$622,000 and 2 vans for \$56,000.

## **The Road Commission Heavy Equipment Fleet**

RCOC Category "A" vehicles are not a homogeneous group and include such vehicle types as boom trucks, dump trucks, wreckers and utility trucks. As a result, the usage patterns of these vehicles are more difficult to summarize. For example, many are driven to locations where they remain stationary during long periods in which the vehicle is primarily being used to power auxiliary equipment transported by the vehicle. Thus, mileage on these vehicles is only one criterion of usage. Engine hours may, in many instances, be an equally, if not more important, criterion.

Similarly, many of these vehicles are engaged in activities that are particularly detrimental to longevity. Most notably, trucks, used as snow plows and salt spreaders, are subject to extremely corrosive conditions that deteriorate truck frames and bodies. Finally, many of these vehicles are specialized and very expensive to acquire. Specialized usage does not necessarily equate to longer life spans, but in many cases, results in the vehicle escaping the deterioration associated with daily or frequent usage. As a result, age alone is not as valid a criterion for identifying replacement candidates as with other vehicles.

# 2018/19 Capital Budgeting

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## **The Road Commission Heavy Equipment Fleet (continued)**

In the past, we had maintained our road equipment on a rotational DX schedule. While the Central Operations Department (COD) was able to increase the useful life of some equipment through tightened specifications, it had to reduce the expenditures and extend the life of equipment on hand. Using industry standards and the value of our fleet, the RCOC should replace about \$5 million of equipment annually.

This budget includes \$6,243,131 to replace 3 graders, 1 shoulder maintainer, 1 boom truck, 1 sewer cleaner, 13 dump trucks, 1 loader, 1 truck-mounted shovel, 1 sign truck and 3 traffic signal trucks.

## **Resource Allocation/Decision to Repair/Replace Equipment**

There are two potential factors which significantly contribute to fleet readiness and the decision to continue repairing an aging vehicle or to replace it. The two factors are:

- Probability of future equipment downtime, especially during critical operations.
- Physical deterioration, such as corrosion of frame and body parts, that destroys the structural integrity of the vehicle.

Downtime is of importance to fleet readiness, especially during critical operations such as winter maintenance, because it delays or postpones delivery of service. Preventive maintenance results in equipment downtime, but it is judged beneficial since this investment in short planned downtime is to eliminate or significantly reduce costlier unplanned downtime for corrective maintenance. A high cost is placed on downtime of snow removal equipment during a major snowstorm, but a much lower cost is placed on downtime of a mowing machine during the same period.

Aggressive preventive maintenance in recent years has contributed materially to reducing equipment downtime, especially during critical operations, as well as prolonging the service life of the aging fleet. Corrective maintenance associated with repair and/or replacement of damaged parts also contributes by returning equipment to a ready status. However, aggressive maintenance programs cannot prolong vehicle service life indefinitely. The time will come when increased "down-time" and maintenance costs can no longer be justified given the anticipated performance of the vehicle. Increased age and miles of travel or extensive usage will increase the probability of equipment failure even on aggressively maintained vehicles. Operation of vehicles for spreading salt and other corrosive materials contributes to deterioration of frames and bodies at an accelerated rate, regardless of maintenance practices. Grading and snow plowing place stress on equipment not experienced by similar over-the-road vehicles.

# 2018/19 Capital Budgeting

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## **Resource Allocation/Decision to Repair/Replace Equipment (continued)**

Nevertheless, the decision to replace aging equipment is not simply a matter of age, miles driven or determination of when repair costs exceed the residual value of the vehicle. Some vehicles may be of an advanced age but mechanically and structurally sound. Similarly, high mileage vehicles may also have very modest maintenance costs and be operationally sound.

## **Calculating the Cost/Benefit of Repair vs. Replacement**

From the readiness point of view, benefits accrue from decreased vehicle downtime, which in turn can be achieved in three ways:

- Corrective maintenance of damaged or failed equipment.
- Preventive maintenance of equipment to minimize corrective maintenance.
- Acquisition of new replacement equipment when the future costs of preventive and corrective maintenance exceed the acquisition cost.

Initially, this calculation may appear to be in error since it compares a future maintenance history with a present-day acquisition cost without regard to either the age of the vehicle to be maintained or the subsequent maintenance history of the vehicle to be acquired. However, consideration of these factors would result in decisions either to continue maintaining the existing vehicle or to acquire a new vehicle solely based on age.

In terms of readiness, neither vehicle age, miles driven, nor past maintenance history enter into the calculations. A vehicle, regardless of age, mileage, or past repair history, that can be maintained at a ready state less expensively than acquiring a new vehicle would be retained.

It is still necessary to establish an expected minimum time limit that a newly acquired vehicle is expected to last to identify an acceptable level of maintenance. Conceptually, the equation can be posed as:

- What are the expected future repair expenditures for the vehicle over the period equivalent to the life expectancy of a new vehicle?
- Do these expected future repair expenditures exceed the purchase price of the new vehicle?
  - a. If the answer to this question is yes, it is beneficial to acquire the new vehicle.
  - b. If the answer to this question is no, the existing vehicle would be maintained for another year.

## 2018/19 Capital Budgeting

### DETAIL OF CAPITAL OUTLAY

#### Central Operations Department:

##### Road Equipment

|                               |           |                |
|-------------------------------|-----------|----------------|
| (6) Auto/ SUV                 | \$        | 138,000        |
| (4) 2wd Pickup Truck-1/2 ton  |           | 96,000         |
| (2) Van                       |           | 56,000         |
| (20) 2wd Pickup Truck-3/4 ton |           | 526,000        |
| (1) Weighmaster Truck         |           | 33,990         |
|                               | <b>\$</b> | <b>849,990</b> |

##### Land Improvement

|  |           |                |
|--|-----------|----------------|
| Parking Lot Replacement - Southfield D#4S Zone 6 | \$        | 169,374        |
| Parking Lot Replacement - Lake Orion D#3 Zone 9  |           | 219,997        |
| Parking Lot Resurfacing                          |           | 206,555        |
|  | <b>\$</b> | <b>595,926</b> |

##### Buildings

|   |           |                |
|---|-----------|----------------|
| HVAC Replacement - Various locations              | \$        | 45,000         |
| Carpeting BH                                      |           | 20,000         |
| PVR Hallway (ceiling grid, lt fixt, tile, carpet) |           | 77,750         |
| Membrane Roof on Shed - PVR                       |           | 20,000         |
| LED Light Fixture Conversion                      |           | 100,000        |
| Truck Wash -Milford District#1                    |           | 15,000         |
|   | <b>\$</b> | <b>277,750</b> |

##### Shop Equipment

|                         |           |                |
|-------------------------|-----------|----------------|
| (4) Mobile Lift Systems | \$        | 160,000        |
| (2) Air Compressors     |           | 40,000         |
|                         | <b>\$</b> | <b>200,000</b> |

##### Storage

|   |           |                |
|---|-----------|----------------|
| Fuel Systems -Milford District#1 Island Replacement | \$        | 120,000        |
|   | <b>\$</b> | <b>120,000</b> |

##### Office Equipment

|                               |           |               |
|-------------------------------|-----------|---------------|
| Assetworks B&G Implementation | \$        | 35,000        |
| Copier/Fax Plan               |           | 9,000         |
|                               | <b>\$</b> | <b>44,000</b> |

**Total Central Operations Department \$ 2,087,666**

## 2018/19 Capital Budgeting

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### DETAIL OF CAPITAL OUTLAY (continued)

**Engineering:**

Road Equipment

|                            |                  |
|----------------------------|------------------|
| (2) Nuclear Density Gauges | \$ 18,000        |
|                            | <u>\$ 18,000</u> |

**Total Engineering Department \$ 18,000**

**Planning and Environmental Concerns:**

Office Equipment

|                                    |                  |
|------------------------------------|------------------|
| (1) Precision Software Development | \$ 90,000        |
|                                    | <u>\$ 90,000</u> |

**Total Planning and Environmental Concerns \$ 90,000**

**Traffic-Safety:**

Road Equipment

|  |                   |
|--|-------------------|
| (1) Sign Truck w/boom,post puller,post driver, distance meas, rear camera -Distr 7 | \$ 140,000        |
| (2) Traffic Signal Truck w/boom,generator, rear camera - District 8                | 280,000           |
| (1) Traffic Signal Truck w/50ft boom,generator, rear camera - District 8           | 190,000           |
| (1) Stake Truck  | 50,890            |
| (2) Med Duty Truck W/Plow, Spreader, Arrowboard.                                   | 206,666           |
| (55) Radios  | 66,000            |
| (1) Chain Saws   | 300               |
| (1) Weed Whips   | 700               |
| (2) Generators   | 2,000             |
|  | <u>\$ 936,556</u> |

**Total Traffic Safety \$ 936,556**

## 2018/19 Capital Budgeting

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### DETAIL OF CAPITAL OUTLAY (continued)

**Highway Maintenance:**

Road Equipment

|                                |                     |
|--------------------------------|---------------------|
| (2) #30 - Jack Hammer          | \$ 3,600            |
| (4) #80 - Jack Hammer          | 8,000               |
| (5) Arrow Board                | 55,000              |
| (3) Concrete Mixer             | 16,500              |
| (1) Concrete Saw               | 27,000              |
| (2) Message Board              | 48,000              |
| (1) Plate Compactor            | 2,000               |
| (1) Prime Rig                  | 12,000              |
| (3) Roller w/ trailer          | 180,000             |
| (6) Swath Mower decks          | 72,000              |
| (1) Trash Pump                 | 1,500               |
| (3) Grader                     | 887,448             |
| (1) Shoulder Maintainer        | 151,925             |
| (1) Boom                       | 217,883             |
| (1) Sewer Cleaner              | 379,000             |
| (12) Dump Truck (Swap Loaders) | 3,090,000           |
| (1) Truck Tractor              | 206,875             |
| (6) Hot Patcher                | 124,140             |
| (1) Brush Chipper              | 65,000              |
| (2) Boulevard Mower            | 40,574              |
| (1) Loader                     | 300,000             |
| (1) Truck-mounted Shovel       | 400,000             |
| (1) Chain Saws/Weed Whips/etc. | 9,000               |
|                                | <b>\$ 6,297,445</b> |

Shop Equipment

|                         |                  |
|-------------------------|------------------|
| (1) Power Washer        | \$ 3,500         |
| (1) Small Tire Machine  | 25,000           |
| (1) Small Tire Balancer | 15,000           |
|                         | <b>\$ 43,500</b> |

**Total Highway Maintenance \$ 6,340,945**

**TOTAL CAPITAL OUTLAY \$ 9,473,167**

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## 2018/19 Capital Budgeting

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### CAPITAL OUTLAY HISTORY

| <u>Department</u>                            | <u>2015/16<br/>Actual</u> | <u>2016/17<br/>Actual</u> | <u>2017/18<br/>Amended<br/>Budget</u> | <u>2018/19<br/>Budget</u> |
|--|---------------------------|---------------------------|---------------------------------------|---------------------------|
| <b>Managing Director</b>                     |                           |                           |                                       |                           |
| Office Equipment                             | \$0                       | \$0                       | \$0                                   | \$0                       |
| <b>Customer Services</b>                     |                           |                           |                                       |                           |
| Road Equipment                               | \$33,988                  | \$0                       | \$0                                   | \$0                       |
| Office Equipment                             | 0                         | 0                         | 0                                     | 0                         |
| <b>Finance</b>                               |                           |                           |                                       |                           |
| Office Equipment                             | \$0                       | \$0                       | \$0                                   | \$0                       |
| <b>Legal</b>                                 |                           |                           |                                       |                           |
| Office Equipment                             | \$0                       | \$0                       | \$0                                   | \$0                       |
| <b>Human Resources</b>                       |                           |                           |                                       |                           |
| Office Equipment                             | \$0                       | \$0                       | \$0                                   | \$0                       |
| <b>Central Operations</b>                    |                           |                           |                                       |                           |
| Land & Improvements                          | \$0                       | \$48,550                  | \$750,500                             | \$595,926                 |
| Buildings                                    | 356,571                   | 596,696                   | 345,642                               | 277,750                   |
| Road Equipment                               | 1,699,367                 | 966,707                   | 660,900                               | 849,990                   |
| Shop Equipment                               | 271,021                   | 15,801                    | 214,183                               | 200,000                   |
| Storage Facilities                           | 35,753                    | 454,087                   | 30,000                                | 120,000                   |
| Office Equipment                             | 176,547                   | 84,411                    | 73,183                                | 44,000                    |
| <b>Engineering</b>                           |                           |                           |                                       |                           |
| Road Equipment                               | \$5,516                   | \$0                       | \$0                                   | \$18,000                  |
| Engineering Equipment                        | 131,550                   | 0                         | 12,000                                | 0                         |
| Office Equipment                             | 0                         | 7,100                     | 0                                     | 0                         |
| <b>Planning &amp; Environmental Concerns</b> |                           |                           |                                       |                           |
| Office Equipment                             | \$87,972                  | \$11,444                  | \$334,000                             | \$90,000                  |

# 2018/19 Capital Budgeting

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## CAPITAL OUTLAY HISTORY

| <u>Department</u>          | <u>2015/16</u><br><u>Actual</u> | <u>2016/17</u><br><u>Actual</u> | <u>2017/18</u><br><u>Amended</u><br><u>Budget</u> | <u>2018/19</u><br><u>Budget</u> |
|----------------------------|---------------------------------|---------------------------------|---|---------------------------------|
| <b>Traffic-Safety</b>      |                                 |                                 |   |                                 |
| Road Equipment             | \$173,190                       | \$481,238                       | \$1,658,712                                       | \$936,556                       |
| Office Equipment           | 0                               | 7,900                           | 0   | 0                               |
| <b>Highway Maintenance</b> |                                 |                                 |   |                                 |
| Road Equipment             | \$4,243,366                     | \$2,373,724                     | \$8,368,850                                       | \$6,297,445                     |
| Shop Equipment             | 158,581                         | 0                               | 72,000  | 43,500                          |
| Brine Well                 | 0                               | 0                               | 0   | 0                               |
| <b>TOTALS</b>              | <b>\$7,373,422</b>              | <b>\$5,047,659</b>              | <b>\$12,519,970</b>                               | <b>\$9,473,167</b>              |

# ROAD IMPROVEMENT PROGRAM SIGNAL PROJECTS SPECIAL ASSESSMENT FUND



**2018/19 ROAD IMPROVEMENT PROGRAM AND OTHER PROJECT GROUPS**  
**Estimated Expenditures for Fiscal Year Ending 9/30/19**  
**SUMMARY**

| <u>ROAD IMPROVEMENT PROGRAM</u>                           | <u>Federal Aid &amp; State "C" Funds</u> | <u>Local Government Funding</u> | <u>MTF and Other RCOC Funding</u> | <u>Total All Sources</u>                       |
|---|--|---------------------------------|-----------------------------------|--|
| <u>Project Type</u>                                       |  |                                 |                                   |  |
| <b>2018/19 Projects</b>                                   |  |                                 |                                   |  |
| Safety Intersections                                      | 2,365,000                                | 700,000                         | 2,396,306                         | 5,461,306                                      |
| Pavement  | 2,225,000                                | 4,500,000                       | 3,460,000                         | 10,185,000                                     |
| Bridge Maintenance and/or Replacement                     | 2,185,000                                | 0                               | 1,880,000                         | 4,065,000                                      |
| Culverts  | 0  | 0                               | 4,480,000                         | 4,480,000                                      |
| Pave Gravel Roads   | 3,600,000                                | 2,450,000                       | 1,075,000                         | 7,125,000                                      |
| Tri-Party   | 0  | 4,000,000                       | 2,000,000                         | 6,000,000                                      |
| Other   | 0  | 0                               | 505,000                           | 505,000  |
| <b>Subtotal</b>   | <b>\$10,375,000</b>                      | <b>\$11,650,000</b>             | <b>\$15,796,306</b>               | <b>\$37,821,306</b>                            |
| <b>2018/19 Completion of 2017/18 Projects in Progress</b> |  |                                 |                                   |  |
| Road Widening   | \$9,650,000                              | \$1,312,500                     | \$1,687,500                       | \$12,650,000                                   |
| <b>Subtotal</b>   | <b>\$9,650,000</b>                       | <b>\$1,312,500</b>              | <b>\$1,687,500</b>                | <b>\$12,650,000</b>                            |
| <b>Prior Years Contractor Payments</b>                    | \$0                                      | \$0                             | \$2,000,000                       | \$2,000,000                                    |
| <b>Subtotal</b>   | <b>\$0</b>                               | <b>\$0</b>                      | <b>\$2,000,000</b>                | <b>\$2,000,000</b>                             |
| <b>TOTAL ROAD IMPROVEMENT PROGRAM</b>                     | <b>\$20,025,000</b>                      | <b>\$12,962,500</b>             | <b>\$19,483,806</b>               | <b>\$52,471,306</b>                            |
|   | <b>PROGRAM SOURCES</b>                   |                                 |                                   |  |
|   | <b>Federal &amp; State</b>               | <b>Local</b>                    | <b>RCOC</b>                       | <b>Road Improvement Program Disbursements</b>  |
| STP   | \$7,075,000                              | Cities \$5,975,000              |                                   | Contractor Payments \$44,441,306               |
| NHPP  | 1,115,000                                | Townships 4,987,500             |                                   | Right of Way Payments 1,625,000                |
| "C" (TEDF)  | 9,650,000                                | County 2,000,000                |                                   | Eng. Consultants 1,600,000                     |
| HPP   | 0  |                                 |                                   | Subtotal <b>\$47,666,306</b>                   |
| Local Bridge Program                                      | 2,185,000                                |                                 |                                   | Traffic & Utility Force Work \$380,000         |
| Safety  | 0  |                                 |                                   | Engineering Labor 4,425,000                    |
| CMAQ  | 0  |                                 | \$19,483,806                      | Subtotal <b>\$4,805,000</b>                    |
| MTF   |  |                                 |                                   | Subtotal <b>\$52,471,306</b>                   |
| <b>TOTAL PROJECT SOURCES</b>                              | <b>\$20,025,000</b>                      | <b>\$12,962,500</b>             | <b>\$19,483,806</b>               |  |
|   | <b>OTHER PROJECT GROUPS and SAD</b>      |                                 |                                   |  |
| Special Assessment District (SAD) Program                 |  | <b>Local</b>                    | <b>RCOC</b>                       | <b>Other Disbursements</b>                     |
| Signal Projects   | \$2,800,000                              | \$4,800,000                     | \$800,000                         | Contractor Payments, Eng and Adm \$4,800,000   |
|   |  | 100,000                         | \$800,000                         | Contractor Payments, Mts & Utilities 3,075,000 |
|   |  |                                 |                                   | Subtotal <b>\$7,875,000</b>                    |
|   |  |                                 |                                   | Labor and Equipment (Signal Projects) 625,000  |
| <b>TOTAL OTHER PROJECTS AND SAD</b>                       | <b>\$2,800,000</b>                       | <b>\$4,900,000</b>              | <b>\$800,000</b>                  | <b>\$8,500,000</b>                             |

# **2018/19 Road Improvement Program**

## **FUNDING SOURCES**

The Road Improvement Program includes all of the construction projects on primary and local roads. These roads are part of the infrastructure; therefore, they are not capitalized as part of the fixed asset account group. However, road improvements are capitalized as "infrastructure assets" as required by Government Accounting Standard Board Statement No. 34 (GASB 34).

The major sources of revenue for most Road Improvement Program projects are federal and state aid as well as contributions from local units of government. For example, the RCOC has a matching Tri-Party Program of one-third local, one-third Oakland County and one-third RCOC funding.

### **State Funding**

The RCOC's share of the Road Improvement Program comes from state-collected fuel and vehicle taxes, which are returned to the RCOC under the provisions of Act 51. Other state funding is from the Transportation Economic Development Fund's (TEDF) Category "A" (economic development) and Category "C" (urban congestion), and the Local Bridge Program (LBP).

### **Act 51**

Act 51 of the Public Acts of 1951, as amended, requires that money distributed from the Michigan Transportation Fund may be expended for construction purposes on county local roads only to the extent that it is matched by money from local sources. However, Michigan Transportation Fund dollars may be expended for the construction of bridges on the county local roads in an amount not to exceed 75 percent of the cost of the construction.

### **Federal Funding**

Federal aid is derived from the Local Bridge Program (LBP), Surface Transportation Program (STP), National Highway Performance Program, Congestion Mitigation Air Quality (CMAQ), Transportation Economic Development Fund (TEDF) Category "C" (urban congestion), Federal High Priority Project (HPP) and Safety grants

## **PROJECT PROGRAMMING AND BUDGETING**

For each road project, there is an estimate of the amount of staff time and funding required for the following phases:

- Preparation of plans and specifications
- Land and right-of-way acquisition
- Agreements (with other government units and consultants)
- Construction and materials inspection

# **2018/19 Road Improvement Program**

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## **PROJECT PROGRAMMING AND BUDGETING (CONTINUED)**

In addition, the start-up and completion dates to the nearest month or year are estimated. When contracting with local units, the project manager prepares an exhibit of financial participation by other units of government and agencies involved in undertaking the project. At this point, a project number is assigned to each job and the agreements with both the state and local units are executed.

Once the budget, which includes the Road Improvement Program, has been adopted, the Engineering Department assigns a project manager to each of the projects for coordinating all activities involved in their implementation. The project manager establishes the project schedule and its related deadlines and makes every effort to anticipate possible breakdowns and delays. In addition, the project manager keeps a file on all contract agreements and other correspondence surrounding the project. This is a general source of information should questions arise.

Once all property owners have been contacted and land acquired, the project is put out for bid to construction contractors. Upon acceptance of the low bid and award of the contract, the projects are turned over to the Construction Division for implementation.

## **PROJECT PROGRESS AND REVIEW**

Monthly reports are prepared on the progress of each project's activity and summarized on a quarterly basis. This review may point out problems with funding and any delays in design, right-of-way or construction. It is intended to aid management in identifying and dealing with delays before they become serious.

The review process involves the Engineering Department reporting on project activity to the Managing Director's Office. Special reports are also made for each significant start or stop of work and for changes in the project scope, work items or cost overruns which require approval or budget transfer.

**FY 2018/19 ROAD IMPROVEMENT PROGRAM**

| <b>Project Number</b>                      | <b>Project Name</b>         | <b>Location</b>  | <b>Community</b>  | <b>Type of Projects</b> | <b>Federal And State Funding</b> | <b>Local Gov't Funding</b> | <b>MTF and Other RCOC Funding</b> | <b>Annual Total All Sources</b> |
|--|-----------------------------|------------------|-------------------|-------------------------|----------------------------------|----------------------------|-----------------------------------|---------------------------------|
| <b><u>2018/19 Safety Intersections</u></b> |                             |                  |                   |                         |                                  |                            |                                   |                                 |
| 53931                                      | Maple                       | At Middlebelt    | West Bloomfield   | ROW/CON                 | 2,365,000                        | 450,000                    | 1,485,000                         | 4,300,000                       |
| TBD  | Carroll Lake                | At Cooley Lake   | Commerce          | ROW/CON                 | -                                | 250,000                    | 911,306                           | 1,161,306                       |
|  |                             |                  |                   | <b>Subtotal</b>         | <b>2,365,000</b>                 | <b>700,000</b>             | <b>2,396,306</b>                  | <b>5,461,306</b>                |
| <b><u>2018/19 Pavement</u></b>             |                             |                  |                   |                         |                                  |                            |                                   |                                 |
| TBD  | Federal Aid                 | Countywide       | Various           | PE                      | -                                | -                          | 550,000                           | 550,000                         |
| 53951                                      | Oakwood                     | M-15 to Leece    | Brandon/Groveland | ROW/CON                 | 375,000                          | -                          | 975,000                           | 1,350,000                       |
| TBD  | Fed. Rural Culvert/Overlays | Rural Area       | Various           | CON                     | 1,850,000                        | -                          | 1,635,000                         | 3,485,000                       |
| 54281                                      | Livernois                   | Avon to Walton   | Rochester Hills   | CON                     | -                                | 4,500,000                  | 300,000                           | 4,800,000                       |
|  |                             |                  |                   | <b>Subtotal</b>         | <b>2,225,000</b>                 | <b>4,500,000</b>           | <b>3,460,000</b>                  | <b>10,185,000</b>               |
| <b><u>2018/19 Bridges</u></b>              |                             |                  |                   |                         |                                  |                            |                                   |                                 |
| TBD  | TBD                         | Countywide       | Various           | PE                      | -                                | -                          | 265,000                           | 265,000                         |
| TBD  | 8 Mile                      | Over Rouge River | Farmington Hills  | PE/ROW/CON              | -                                | -                          | 575,000                           | 575,000                         |
| TBD  | Adams                       | Over Paint Creek | Oakland           | PE/ROW/CON              | -                                | -                          | 575,000                           | 575,000                         |
| TBD  | TBD                         | Countywide       | Various           | ROW/CON                 | 2,185,000                        | -                          | 465,000                           | 2,650,000                       |
|  |                             |                  |                   | <b>Subtotal</b>         | <b>2,185,000</b>                 | <b>-</b>                   | <b>1,880,000</b>                  | <b>4,065,000</b>                |

**FY 2018/19 ROAD IMPROVEMENT PROGRAM**

| <b>Project Number</b>                   | <b>Project Name</b> | <b>Location</b>                  | <b>Community</b> | <b>Type of Projects</b> | <b>Federal And State Funding</b> | <b>Local Gov't Funding</b> | <b>MTF and Other RCOC Funding</b> | <b>Annual Total All Sources</b> |
|---|---------------------|----------------------------------|------------------|-------------------------|----------------------------------|----------------------------|-----------------------------------|---------------------------------|
| <b><u>2018/19 Culverts</u></b>          |                     |                                  |                  |                         |                                  |                            |                                   |                                 |
| 54074                                   | Granger             | Over Kearsley Creek              | Brandon          | PE/ROW/CON              | -                                | -                          | 825,000                           | 825,000                         |
| TBD                                     | Maple               | Over Tributary to Franklin River | Bloomfield       | PE/ROW/CON              | -                                | -                          | 875,000                           | 875,000                         |
| 54083                                   | Square Lake         | Over Amy Drain                   | Bloomfield       | PE/ROW/CON              | -                                | -                          | 875,000                           | 875,000                         |
| 54093                                   | Middlebelt          | Over Rouge River                 | West Bloomfield  | PE/ROW/CON              | -                                | -                          | 945,000                           | 945,000                         |
| 54104                                   | Townsend            | Over Stony Creek                 | Addison          | PE/ROW/CON              | -                                | -                          | 960,000                           | 960,000                         |
| <b>Subtotal</b>                         |                     |                                  |                  |                         | <b>-</b>                         | <b>-</b>                   | <b>4,480,000</b>                  | <b>4,480,000</b>                |
| <b><u>2018/19 Pave Gravel Roads</u></b> |                     |                                  |                  |                         |                                  |                            |                                   |                                 |
| 53971                                   | Currie              | 8 Mile to 10 Mile                | Lyon             | ROW                     | -                                | 250,000                    | 250,000                           | 500,000                         |
| 54062                                   | Grass Lake          | Ormond to Steeple Hill           | White Lake       | CON                     | -                                | 1,500,000                  | 125,000                           | 1,625,000                       |
| 53982                                   | Dixboro             | 8 Mile to 9 Mile                 | South Lyon       | CON                     | 1,600,000                        | 450,000                    | 450,000                           | 2,500,000                       |
| 52741                                   | Sashabaw            | Sherwood to Granger              | Brandon          | CON                     | 2,000,000                        | 250,000                    | 250,000                           | 2,500,000                       |
| <b>Subtotal</b>                         |                     |                                  |                  |                         | <b>3,600,000</b>                 | <b>2,450,000</b>           | <b>1,075,000</b>                  | <b>7,125,000</b>                |

**FY 2018/19 ROAD IMPROVEMENT PROGRAM**

| <b>Project Number</b>                            | <b>Project Name</b> | <b>Location</b>   | <b>Community</b> | <b>Type of Projects</b> | <b>Federal And State Funding</b> | <b>Local Gov't Funding</b> | <b>MTF and Other RCOC Funding</b> | <b>Annual Total All Sources</b> |
|--|---------------------|-------------------|------------------|-------------------------|----------------------------------|----------------------------|-----------------------------------|---------------------------------|
| <b><u>2018/19 Tri-Party</u></b>                  |                     |                   |                  |                         |                                  |                            |                                   |                                 |
| TBD  | 2019 Tri-Party      | Countywide        | Countywide       | PE/ROW/CON              | -                                | 4,000,000                  | 2,000,000                         | 6,000,000                       |
| <b>Subtotal</b>                                  |                     |                   |                  |                         | <b>-</b>                         | <b>4,000,000</b>           | <b>2,000,000</b>                  | <b>6,000,000</b>                |
| <b><u>2018/19 Other</u></b>                      |                     |                   |                  |                         |                                  |                            |                                   |                                 |
| TBD  | Bridge Management   | Countywide        | Various          | CON                     | -                                | -                          | 260,000                           | 260,000                         |
| TBD  | Pavement Management | Countywide        | Various          | CON                     | -                                | -                          | 10,000                            | 10,000                          |
| TBD  | SAD Repair          | Countywide        | Various          | CON                     | -                                | -                          | 135,000                           | 135,000                         |
| TBD  | Wetland Mitigation  | Countywide        | Various          | CON                     | -                                | -                          | 100,000                           | 100,000                         |
| <b>Subtotal</b>                                  |                     |                   |                  |                         | <b>-</b>                         | <b>-</b>                   | <b>505,000</b>                    | <b>505,000</b>                  |
| <b>2018/19 SUBTOTAL</b>                          |                     |                   |                  |                         | <b>10,375,000</b>                | <b>11,650,000</b>          | <b>15,796,306</b>                 | <b>37,821,306</b>               |
| <b><u>2019 Completion of FY2018 Widening</u></b> |                     |                   |                  |                         |                                  |                            |                                   |                                 |
| 53921  | Dequindre           | Utica to Auburn   | Rochester Hills  | CON                     | 3,800,000                        | 475,000                    | 850,000                           | 5,125,000                       |
| 52941  | Baldwin             | Gregory to Waldon | Orion            | CON                     | 5,850,000                        | 837,500                    | 837,500                           | 7,525,000                       |
| <b>Subtotal</b>                                  |                     |                   |                  |                         | <b>9,650,000</b>                 | <b>1,312,500</b>           | <b>1,687,500</b>                  | <b>12,650,000</b>               |
| <b>Prior Year's Contractor Payments</b>          |                     |                   |                  |                         | <b>0</b>                         | <b>0</b>                   | <b>2,000,000</b>                  | <b>2,000,000</b>                |
| <b>Subtotal</b>                                  |                     |                   |                  |                         | <b>-</b>                         | <b>-</b>                   | <b>2,000,000</b>                  | <b>2,000,000</b>                |
| <b>2017/18 COMPLETION/PRIOR YEARS SUBTOTAL</b>   |                     |                   |                  |                         | <b>9,650,000</b>                 | <b>1,312,500</b>           | <b>3,687,500</b>                  | <b>14,650,000</b>               |
| <b>2018/19 SUBTOTAL</b>                          |                     |                   |                  |                         | <b>10,375,000</b>                | <b>11,650,000</b>          | <b>15,796,306</b>                 | <b>37,821,306</b>               |
| <b>TOTAL</b>                                     |                     |                   |                  |                         | <b>20,025,000</b>                | <b>12,962,500</b>          | <b>19,483,806</b>                 | <b>52,471,306</b>               |

# 2018/19 Signal Projects

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## Summary of Signal Projects

Fiscal Year Ending September 30, 2019

### Revenue

|                            |                           |
|----------------------------|---------------------------|
| Federal Revenue            | \$2,800,000               |
| MTF and Other RCOC Funding | 800,000                   |
| Local Contribution         | 100,000                   |
| <b>Total Revenue</b>       | <b><u>\$3,700,000</u></b> |

### Expenditures

|                           |                           |
|---------------------------|---------------------------|
| Materials                 | \$1,050,000               |
| Contractor Payments       | 1,325,000                 |
| Utilities                 | 700,000                   |
| Labor and Equipment       | 625,000                   |
| <b>Total Expenditures</b> | <b><u>\$3,700,000</u></b> |

# 2018/19 Special Assessment Fund

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## Estimated Budget of Revenue, Expenditures and Change in Fund Balance

Fiscal Year Ending September 30, 2019

### Revenue

|  |                    |
|--|--------------------|
| Revenue from Assessment Rolls              | \$3,200,000        |
| Road Fund Contribution Net Underassessment | 25,000             |
| Interest on Assessment Rolls               | 200,000            |
| Interest on Investments                    | 50,000             |
| Proceeds from Note Issue                   | 0                  |
| <b>Total Revenue</b>                       | <b>\$3,475,000</b> |

### Expenditures

|  |                    |
|--|--------------------|
| Construction:                                    |                    |
| Contractor Payments                              | \$4,200,000        |
| Engineering & Administration                     | 600,000            |
| Principal Payment on Debt                        | 0                  |
| Interest on Debt                                 | 0                  |
| Refunds of Overassessments to Participants - Net | 50,000             |
| Note Payment Fees & Issue Costs                  | 1,000              |
| <b>Total Expenditures</b>                        | <b>\$4,851,000</b> |

|   |                     |
|---|---------------------|
| <b>Fund Balance at September 30, 2017</b>                               | 8,190,291           |
| <b>Budgeted Revenue Over/(Under) Expenditures for FY Ending 9/30/18</b> | 2,520,667           |
| <b>Fund Balance at September 30, 2018</b>                               | <b>\$10,710,958</b> |
| <b>Budgeted Revenue Over/(Under) Expenditures for FY Ending 9/30/19</b> | (1,376,000)         |
| <b>Fund Balance at September 30, 2019</b>                               | <b>\$9,334,958</b>  |