

FACING THE MUSIC

Local Officials Confirm the Need for Change

Oakland County's roads have reached a critical point and something must be done.

That was the message from officials of Oakland County's cities, villages and townships that came through loud and clear during the recently completed Road Commission for Oakland County (RCOC) Strategic Planning meetings.

During individual meetings with the leaders of 58 communities, RCOC heard repeatedly that there are serious problems with the county's road system. RCOC's leaders concurred and warned that the situation could become far worse.

In the townships, officials observed that gravel roads are carrying excessive traffic volumes -- some as high as five times the threshold for paving a gravel road. With that much traffic, it is virtually impossible to maintain a gravel road in good condition.

Congestion, once a "city problem," is no longer affecting just the urban community. Officials in cities, villages and townships noted growing congestion is adversely impacting economic development and quality of life. Employers and employees alike are unhappy with increased commuting times and disruptions to "just-in-time" delivery of goods and services. As a result, Oakland County is finding its status as Michigan's economic engine in danger. Attracting and retaining businesses is becoming more difficult as congestion increases.

Another frequent message from the officials during the meetings was concern over the deteriorating condition of the paved road surfaces.

Here are the Oakland County facts:

- 81 miles of gravel roads carry more than enough traffic to justify paving
- 400 miles of county roads are congested each weekday
- 25% of paved roads are in "poor" condition

RCOC leaders warned the community officials that, unless additional road funding is identified soon, the system will rapidly become worse.

The following pages reveal the concerns shared by the community officials, explain why the situation exists and offer a potential solution.

OAKLAND'S ROAD CHALLENGES

The Largest County Road System in the State

With more than 2,700 miles of county roads under its jurisdiction, RCOC maintains the largest county road system in Michigan. This system is nearly a third as big as the entire state trunk-line system, posing a great maintenance responsibility. The system is vital in helping commuters get to the one million jobs in the county, including the 300,000 people who live elsewhere but work in Oakland County. RCOC's system includes the most primary and local roads of any county in the state. The system is:

- 27% larger than that of Kent County, the second largest with 1,968 miles
- 40% larger than the systems in both Macomb and Wayne counties, outpacing both by about 1,100 miles

During RCOC's 2007 Strategic Planning meetings, community officials recognized that between 1998 and 2004, RCOC made tremendous progress in addressing



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the surface condition of its paved county roads. RCOC was able to improve many of these roads using revenue generated by the 1997 four-cent gas tax increase. Prior to 1997, the roads had fallen into a severe state of disrepair due to the declining purchasing power of the state gas tax. The crisis peaked in 1996, when media coverage of the problem reached a crescendo, with nightly TV-news footage of flat tires caused by potholes.

In 1997, the Michigan Legislature raised the state gas tax from 15 cents per gallon to 19 cents per gallon in response to this outcry over the deplorable condition of Michigan's roads. While this increase allowed road agencies to address the most critical road surface problems, it was not a long-term solution.

When the new revenues from the gas tax became available to RCOC, the agency immediately expanded its road resurfacing and repair program. However, those additional revenues have now been completely eaten up by inflationary increases in operating costs. As a result, RCOC has eliminated all the programs added after the gas tax increase. The gains made in road surface condition since 1997 will erode in the coming years.

Road Surface Conditions

Road Commission leaders discussed with community officials the system it uses to analyze the surface condition of all its major roads each year, known as the Pavement Quality Index (PQI). PQI allows for the comparison of all roads using a scale that takes into account ride quality or roughness.

Each road segment is rated on a scale of 1 to 10, with 10 being best. Based on the PQI, about 23 percent of the major roads under RCOC's jurisdiction rated less than a

4, meaning they are in "poor" condition. All such roads should be resurfaced or reconstructed immediately. However, the lack of sufficient road funding prevents RCOC from being able to address many of these roads.

Increased Funding Required for Traffic Safety

Oakland County roads are now among the safest in the world for areas with comparable populations, with a traffic fatality rate of 0.47 per 100 million vehicle miles of travel. The statewide rate is 1.04, and the national rate is 1.7. Oakland's declining fatality rate is the result of decades of the collective efforts of a lot of people and agencies as well as the advent of safer vehicles and stricter state laws.

However, RCOC's role in the effort was critical -- over the last 30 years, the agency has devoted tremendous resources to road safety. Safety has been the leading factor in RCOC decision making at every level. Safety is the most heavily weighted factor in road improvement project selection and a major focus of road project design. Safety is also a critical factor in the selection and performance of road maintenance activities and traffic signal, sign and road marking decisions. Over time, this approach resulted in significantly safer roads.

However, advancements in road safety cannot continue without adequate investment in roads. Sadly, in recent years, RCOC has been forced to defer a number of safety projects due to lack of funding. The simple truth is that more accidents could be prevented with the road improvements possible with adequate road funding.



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Gravel Roads: The Largest, Most Heavily Traveled System in the State

Township officials were especially concerned about the condition and continued maintenance of gravel roads in their communities, with many expressing a desire to see more of these roads paved. RCOC maintains nearly 800 miles of gravel roads. That means Oakland has more gravel roads than each of the other 82 Michigan counties has primary roads (main roads, regardless of whether paved or gravel) and more than 19 counties have in total road mileage.

Officials advised that both residential and nonresidential development continues in the formerly rural townships (though at a slower rate than in the past, due to the economy). Thus, many gravel roads are seeing continued increases in traffic. In fact, many Oakland gravel roads today carry traffic volumes far in excess of the threshold level for paving.

Transportation standards suggest that gravel roads should be paved when traffic volumes exceed 800 vehicles per day, mainly because at that point maintenance becomes much more costly and less effective. The greater the traffic volumes on gravel roads, the greater the need for maintenance, i.e. regrading, grading, drainage improvements and dust control.

Several Oakland County gravel roads carry particularly high traffic volumes. These roads serve not only homes but also schools and businesses. The following table indicates the number of gravel roads with traffic counts between 1,000 and 5,000 vehicles per day. The 91 roads included in the table account for more than 81 miles of gravel roads in need of paving.

Traffic Counts on Gravel Roads (2007):

Traffic Count (vehicles per day)	1,000 to 2,000	2,000 to 3,000	3,000 to 4,000	4,000 to 5,000
Number of Roads	72	15	3	1

RCOC receives \$1.5 million per year in federal funds for gravel road paving – exactly what it costs RCOC, on average, to pave one mile of primary gravel road. While RCOC has created a priority list for paving its gravel roads (the 2030 Gravel Road Paving Plan), at one mile per year, far too few roads are included in the plan.

This additional traffic makes maintaining the gravel roads difficult throughout the year but virtually impossible during severe weather. The demand for enhanced gravel road maintenance is growing every year as the townships continue to grow. However, the available funds for maintenance operations remain the same, each year becoming more and more inadequate. Due to the increased demand, RCOC enhanced its grading and regrading activities in recent years. At times the agency has been forced to temporarily rent additional graders to meet the need. Unfortunately, the increased demands of maintaining gravel roads have meant RCOC had to reduce efforts to improve paved-road surfaces.

Paved Roads: High Traffic Volumes and the Need for Congestion Relief

Generally, the solution to overburdened roads is to add capacity to the roads, typically in the form of new lanes. Traditionally, these improvements represent the most costly type of project undertaken by the Road Commission. On congested roads, capacity improvements are required to achieve safer, more efficient and more convenient transportation of people and cargo. If capacity improve-



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ments are not made on congested roads, congestion will expand onto nearby roads, adversely effecting traffic safety, economic vitality and quality of life. In some locations, traffic will “cut through” subdivisions to avoid congested main roads, thus reducing the safety on subdivision streets.

During the Strategic Planning meetings, most community officials concurred that Oakland has a growing congestion problem. Congestion is often thought of as a “big city” problem, but township officials noted delays are becoming common in less densely populated areas as well. This is because development is occurring increasingly in previously undeveloped areas without the addition of adequate roads. In Oakland County, the development in recent decades has generated increased traffic demands countywide that the road network is unable to efficiently handle. Congestion leads to increased crashes, often resulting in injuries, not to mention the negative impact on the economy. RCOC believes it is the agency’s legal and moral duty to strive to relieve congestion resulting from development and to provide a road network adequate to serve existing traffic demands.

Oakland County has almost 400 miles of roads where the volume exceeds the capacity. According to a Southeast Michigan Council of Governments (SEMCOG) forecast, in 2030 there will be almost 500 miles of congested roadways in the county. This is a clear indication that Oakland’s county roads must be expanded to handle the demand. However, to do so will take a considerable amount of money that currently is not available.

The following facts about traffic volumes on Oakland’s county road system support the communities’

expressed desire for capacity improvements:

- One RCOC road (Southfield Road) carries more than 72,000 vehicles a day -- more than I-75 north of Flint.
- Four two-lane Oakland County roads carry more traffic than I-75 north of Bay City.
- Fifty-three two-lane Oakland County roads carry more traffic than I-75 north of Grayling.

During the 2007 strategic planning meetings, the cost of capacity improvements requested by community officials totaled more than \$1.3 billion.

Unfunded Long-range Transportation Needs Identified by Communities

During the recent meetings, local officials identified more than \$2.1 billion in county road needs over the next 10 years. The following table indicates the estimated costs by improvement category to satisfy the long-term transportation needs as identified by local officials.

Improvement Category	Need
Capacity	\$1.3 billion
Gravel Roads	\$311 million
Reconstruction	\$122 million
Resurfacing	\$23 million
Spot Safety	\$120 million
Maintenance	\$136 million
Non-motorized	\$24 million
Drainage	\$45 million
ITS (technology)	\$19 million
TOTAL	\$2.1 billion



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While the numbers in the table on page 4 refer only to needs on RCOC roads, during the Strategic Planning meetings, some cities and villages also identified needs on streets under their jurisdictions or on state highways. If those needs were included in the above table the total would be significantly greater.

Increased Construction Costs

The following table shows examples of current estimated costs of road improvement activities in Oakland County. It should be noted that the cost of right of way acquisition varies by location, and right of way costs in general have gone up dramatically in recent years. This can add significantly to the cost of projects.

EXAMPLE ROAD IMPROVEMENTS COSTS IN OAKLAND COUNTY (As of January 2007)	
ACTIVITY	EST. COST
Contractor Payments Only*	
• Apply new gravel to gravel road (3" Depth)	\$30,000/mile
• Build a passing lane	\$60,000 each
• Build a right-turn lane:	\$75,000-\$100,000 each
• Simple resurfacing (1 1/2 inch cap on 2-lane)	\$100,000/mile
• Add center left-turn lane	\$1 million/mile
• Rehabilitate/resurface two-lane asphalt road	\$1 million/mile
• Repair/resurface five-lane concrete road	\$750,000/mile
• Widen an intersection for signalization	\$ 900,000 each
• Pave a main gravel road	\$1.5 million/mile
• Widen from two lanes to five lanes	\$6.5 million/mile
• Widen from two lanes to four-lane boulevard	\$10 million/mile
• Widen from two lanes to six-lane boulevard	\$12 million/mile

*Add 25% for engineering costs and any necessary right of way acquisition costs.

FUNDING SHORTFALL ELEMENTS

The 2007 Strategic Planning meetings once again highlighted the alarming fact that the county road needs identified by the communities of Oakland County for the next 10 years far outpace the available funds. Moreover, the 22-year trend, measured by the Strategic Planning process, indicates a widening gap between the road needs and the funds available from traditional sources.

Michigan Transportation Fund (MTF)

State funds are collected in a pot known as the Michigan Transportation Fund (MTF). The largest revenue sources contributing to the MTF are the state fuel taxes (gas and diesel), followed by the vehicle registration fee. Revenue generated by fuel taxes has essentially been stagnant since the gas tax was increased by four cents per gallon in 1997. The feeble 1.4% per year average increase in MTF is well below the rate of inflation. Projections for MTF revenues for 2007 and 2008 are even worse: 0.9% expected increase per year.

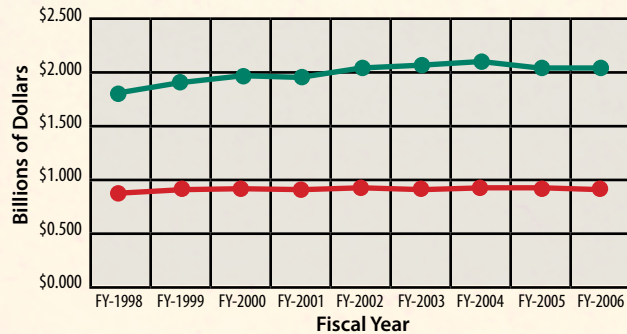
MTF is the largest source of funding for road maintenance and operations for road agencies in Michigan. The following graph shows the amount of MTF that RCOC received in the last eight years and estimated amount for 2007. It also breaks out the gas tax revenues (the red line). RCOC now anticipates receiving less state road funds in 2007 than it received in 2003. As a result, RCOC simply cannot provide the same level of road service in 2007 as it did in 2003.

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STATEWIDE M.T.F. AND GAS TAX GROWTH



M.T.F. REVENUE GROWTH

FY-98 = \$1,778,725,081

FY-06 = \$1,984,764,285

Increase: 11.6%

Average Annual Increase: 1.4%



GAS TAX REVENUE GROWTH

FY-98 = \$900,750,388

FY-06 = \$908,578,736

Increase: 0.9%

Average Annual Increase: 0.1%



The recent stagnation in MTF revenues only exacerbates a long-standing problem. For more than 40 years, Michigan has been among the bottom 10 states in the nation in per capita state and local road funding (we're currently 44th) – our roads show it.

Federal Funding

Federal monies are the primary funding source for major road improvement projects for RCOC. Federal highway dollars are allocated on a project-by-project basis, and the funds can be used only for specific major improvements, such as road widening. They cannot be used for road maintenance activities. Michigan continues to be a "donor state" in federal road funding (it sends more road funding to Washington DC than it receives back).

Federal road funds come in two types, "formula" funds and "earmark" funds. Formula funds are the dollars

distributed to each state through traditional Federal Highway Administration (FHWA) programs. The amount provided to each state is determined by formula. Earmarks are grants allocated to specific projects by individual congressional representatives. Earmarks are not guaranteed but are considered "extras." Their approval depends on the successful passage of legislation, and the actual amounts received vary at the whims of Congress and the president.

RCOC lost almost \$6 million in 2007 when Congress deleted all earmarks. It should be noted that while some earmarks around the country have drawn criticism, federal earmarks to RCOC have never been the subject of controversy. The dollars have always gone to projects that were high priorities for the agency.

There is growing concern among transportation experts and economists that the federal Highway Trust Fund (HTF: the "pot" of federal transportation funds) will soon no longer be a reliable source of revenue. Experts indicate the HTF balance is being depleted because the money spent or expected to be spent each year from 2006 through 2009 exceeded or will exceed revenues. The U.S. Treasury estimates a negative HTF balance starting in 2009 which will delay or cancel already approved projects for some cities and RCOC.

Allocation of Federal Road Funds in Oakland County

In Oakland County, federal road funds are allocated by a 14-member body, known as the Federal Aid Committee (FAC), made up of representatives of all the communities in the county as well as RCOC, the Michigan Department of Transportation (MDOT), and SMART (the suburban bus system). Oakland's cities, villages and the Road Commission compete for the funds awarded by the FAC,

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which selects projects based on an objective point system that gives the most credit for projects that reduce congestion and improve safety. Every year, more projects are submitted to the FAC than there are funds available. Consequently, many worthwhile projects must wait for years to get federal funding. The following table shows the available funds and submitted projects in 2007.

Available Federal Funds -- 2007	Submitted Projects (one phase only)
\$23.39 million	\$87.61 million

It is important to note that the cost of the submitted projects (\$87.61 million) does not include all project costs. Because projects are submitted for only one phase at a time, most projects were submitted only for the less-costly "design" or "right of way acquisition" phases, rather than the more costly "construction" phase. If the costs for all phases of the projects submitted in 2007 were totaled, the actual total cost would be \$223.6 million. That amount still does not represent all the needs in the county, it includes only the projects where the agencies with jurisdiction took the time to complete applications and compete for the limited funding available. Obviously, the road needs of the county far exceed the funding available.

OTHER FACTORS

RCOC Has No Taxing Authority

Road commissions have neither taxing authority under state law nor access to local property taxes which increase with property values. So road commissions cannot raise revenue without the independent action of the state legislature or county board.

Donor Status

The community officials recognized that RCOC remains committed to significantly reducing Oakland County's road funding donor status as well as Michigan's donor status. Oakland County sends more road funding dollars (in the form of state fuel taxes, vehicle registration fees and federal gas taxes) to Lansing and Washington DC than it gets back. In 2005, Michigan's return on its share of contributions to the Highway Trust Fund was 90.5%. It is gradually increasing to 92% by 2008. The return from the state is only about 67%. RCOC is committed to procuring Oakland's fair share, whether it's from the state or the federal government. However, increased returns from the federal and state sources alone will not provide adequate funding to fully address Oakland County's road needs.

CONSEQUENCES

State MTF revenues are flat and decreasing due to the slow economy and increasing inflation. Costs for road materials and construction are skyrocketing.

Danger of Underfunding Road Needs

Experts advise that inadequately funding transportation has an expensive impact on both motorists and the economy due to the vital role transportation plays in our daily lives. The road system is the backbone that provides mobility and access for people and goods traversing the region daily. Consequently, the road system is so critical to our economy and quality of life that its financing should be considered seriously.

Economic development is more than new construction or land development. It also involves redevelopment of older communities, job creation, income generation, improving business competitiveness and the enhance-



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ment of the residential and commercial environments. The road system plays an essential role in achieving these goals. Failure to provide a properly functioning road network that provides access and minimizes congestion might hamper Oakland's economic development. Delivery services, manufacturers and other businesses will experience increased costs of doing business. Workers will face barriers to finding good employment or just getting to their place of work. These impacts result in higher costs to serve markets and reduced reliability of delivery schedules. They can reduce access to businesses and adequate labor pools. Ultimately, businesses become less productive, their ability to grow decreases and they become less globally competitive.

Effects of Deficient Revenues and Rising Costs

There simply are insufficient revenues to maintain, much less improve the county's road system. The situation will only get worse because the primary methods of funding road improvements and maintenance (state MTF and federal funds) provide less money each year. Consequently, we will see worsening road and bridge conditions and an increase in congestion on our road network.

The revenue trends are particularly disconcerting when compared to actual increases in RCOC expenses. Between 1998 and 2006, the costs of many of the materials and equipment required to maintain roads increased at double-digit rates (or higher), while revenues increased a total of only 11 percent.

The following table shows RCOC's operating revenue from 1998 to 2006. The table also lists the increases in some major costs RCOC incurred between 1998 and

2006. As was seen in the graph in the "Funding Shortfall" section, MTF revenue growth from 1998 to 2006 has been nearly flat.

RCOC OPERATING REVENUES

Source	FY98	FY06	Difference	% increase
MTF	\$ 55,567,747	\$ 61,703,567	\$ 6,135,820	11.0%

RCOC Increase Cost Examples: Equipment, Materials & Supplies

ITEM	FY98	FY06	Difference	% increase
12 Yd Truck	\$95,462	\$157,297	\$61,835	64.8%
Diesel Fuel	\$302,640	\$1,105,800	\$803,160	265.4%
Gasoline	\$267,445	\$948,290	\$680,845	254.6%
Asphalt	\$93,920	\$138,000	\$44,080	46.9%
Gravel	\$87,502	\$105,062	\$17,560	20.1%
Guardrail & Hardware	\$61,786	\$131,869	\$70,083	113.4%
Plow Blades 5', 6', 7'	\$55,868	\$104,025	\$48,157	86.2%
U-Channel Sign Posts	\$58,806	\$123,948	\$65,142	110.8%
Traffic Signal Cable	\$13,620	\$32,700	\$19,080	140.1%

Note: For all line items, like quantities were compared to calculate the cost increase per quantity. The actual total expenditure for each year is not shown because the total quantities purchased each year varied.

As a result of the discrepancy between costs and revenues, RCOC has been forced to dedicate a larger portion of its revenues to simply maintaining the roads and less to improving them. The agency has also had to defer purchasing equipment and eliminate programs. In fact, RCOC is now only able to conduct projects where we are matching funds from other sources, such as federal funds. The agency can no longer fund road improvements with 100 percent RCOC funds, such as resurfacing projects that are the long-term solution to pothole-riddled roads, or adding gravel to the unpaved roads where it is sorely needed.

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WHAT HAS BEEN DONE SO FAR

Applying New Methods and Technologies

RCOC is a worldwide leader when it comes to innovation. During the Strategic Planning meetings, RCOC staff shared with community officials the following facts:

- RCOC maintains the largest system of “adaptive” traffic signals in the country (the FAST-TRAC system continually adjusts signal timing to best meet actual traffic demands in real time).
- RCOC employs 2,000 video cameras to provide the adaptive signals with information on the traffic flow. It is the world’s largest video imaging system for traffic management.
- RCOC is the lead agency in the Southeastern Michigan Snow and Ice Management (SEMSIM) project, which is the largest deployment of satellite-based fleet management in the country (partners are Wayne County, the Road Commission of Macomb County, the City of Detroit and the SMART bus system).

RCOC is a national leader in many aspects of transportation-related technologies that are allowing for improved road efficiency and safer roads. RCOC is also a champion in designing and constructing modern roundabouts, the circular intersections that have been proven to reduce traffic accidents, increase traffic capacity and provide better traffic flow.



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Utilizing Efficiency Measures to Improve Services

During recent decades, RCOC saved money and avoided hiring additional staff by privatizing services where it made business sense to do so. Today, RCOC has only six more employees than it had in 1974, despite the fact that the amount of work required to maintain the county's roads has grown dramatically during the intervening years.

PROPOSED SOLUTIONS

Drive MI

Michigan's transportation challenges triggered efforts to find new ways to enhance the funding of the state's transportation system. Sponsored by the Michigan Transportation Team (MTT), the Drive MI campaign is a strategy to raise Michigan's gas and diesel taxes and vehicle registration fees. MTT is a partnership of businesses, associations, unions, and citizens linked with the common goal of improving Michigan's transportation infrastructure. The Drive MI Campaign points out that a well-funded infrastructure network creates jobs and strengthens tax bases. Modern designs and consistent maintenance reduce congestion and encourage business development. Most importantly, a safe and efficient transportation system saves lives and prevents injuries. To learn more, see www.drivemi.org.

Businesses for Better Roads

A group of business and transportation leaders representing eight of Michigan's most populous counties, including Oakland, the Businesses for Better Roads (BBR) Regional Steering Committee has introduced an initiative to allow counties to help themselves by raising funds locally to enhance their transportation systems. The group, which originated in Oakland County, realized that the congested road network of the county

has been a deterrent for business growth. They also recognize that local roads are critical to ensuring a high quality of life for residents. The group is working toward sensible investment in the local road network to stimulate the state's economy and allow counties to improve their transportation systems to a greater degree than is possible through state and federal funding. The BBR Regional Steering Committee strongly supports the Drive Michigan effort, and believes its "self-help" funding tools are needed in addition to the Drive Michigan funding increases.

For a copy of the BBR's "white paper" outlining the group's plan, call RCOC's Department of Citizen Services at 877-858-4804 or download the paper from RCOC's Web site, www.rcocweb.org (go to "Publications" and click on "Businesses for Better Roads.")

MORE DETAILS AVAILABLE IN STRATEGIC PLANNING REPORT

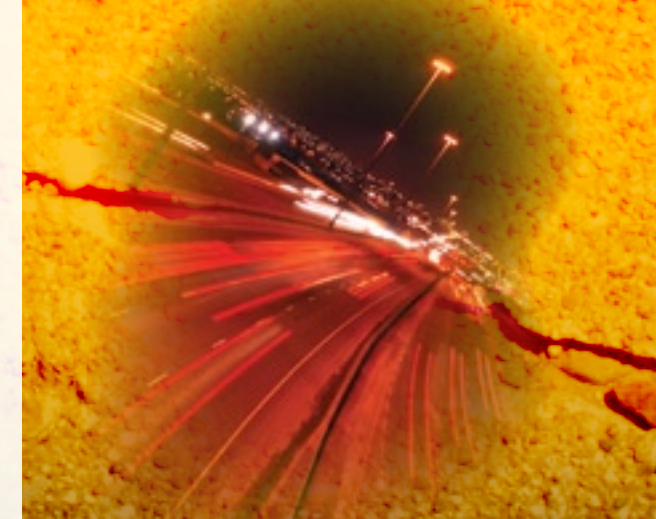
For a complete review of what RCOC learned from each community during the 2007 Strategic Planning meetings, please see the Road Commission's "Report of the Strategic Planning Process 2007". It includes summaries of each of the 58 community meetings conducted by RCOC during the Strategic Planning process, including lists of the road needs identified by each community. Also included is a breakdown of all the service requests RCOC received concerning roads in each community for the last three years.

If you would like another copy of this publication or the "Report of the Strategic Planning Process 2007," please call the Road Commission's Planning and Development Department at 248-645-2000, ext. 2210.

"Give the green light!"



The Drive MI Campaign points out that a well-funded infrastructure network creates jobs and strengthens tax bases.





We are at a crossroads in Michigan. As demonstrated by the information provided in this document, our roads are in bad shape and getting worse. We at the Road Commission for Oakland County have taken steps to contain costs, improve efficiency and do more with less. We are now at the point where, without additional funding, we will be forced to further reduce services. That means the condition of our roads will further suffer, and we will have to postpone additional safety and road capacity enhancements that could save lives and help boost our economy.

For more than 30 years, instead of adding more staff, we have privatized more and more of our work. Today, instead of laying off “extra” workers, we are “laying off” contractors. It does not make much difference who gets laid off, the bottom line is less road work is getting done.

The recent collapse of a bridge in Minneapolis dramatically proved that this is not just an Oakland County problem or a Michigan problem. It is a national problem. However, Michigan’s roads are in worse shape than those in most other states. That is because for more than 40 years, Michigan has ranked in the bottom of the nation in per capita spending on roads.

I strongly urge our state legislators from Oakland County to support the Drive MI effort to increase road funding through the traditional road funding mechanisms (gas tax, diesel tax, vehicle registration fees, license fees) as well as to support the BBR Regional Steering Committee’s efforts to provide Michigan’s counties with “self-help” tools to raise the additional money needed to enhance their road systems. We desperately need the Drive MI dollars just to maintain our existing road system. We also desperately need the local-funding options proposed by the BBR to generate revenues to enhance our system.

Please help me in working to solve this ever-worsening Michigan road-funding crisis. Let’s “give the green light” to improving Michigan’s roads.

Brent O. Bair
Managing Director

**ROAD
COMMISSION**
for OAKLAND COUNTY



Richard G. Skarritt
Vice-Chairman



Larry P. Crake
Chairman



Eric S. Wilson
Commissioner

Brent O. Bair - Managing Director

Dennis G. Kolar - Deputy Managing Director/County Highway Engineer

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