



# BUDGET SUMMARY 2023 - 24

ONE YEAR ENDING  
9/30/24

QUALITY LIFE THROUGH  
GOOD ROADS-WE CARE



AS **ADOPTED**  
**SEPTEMBER 21**, 2023



Cover Picture:Dequindre/Avon Road

ROAD COMMISSION FOR OAKLAND COUNTY  
 31001 Lahser Road • Beverly Hills • Michigan • 48025  
 Phone (248) 645-2000

Web Site [www.rcocweb.org](http://www.rcocweb.org)

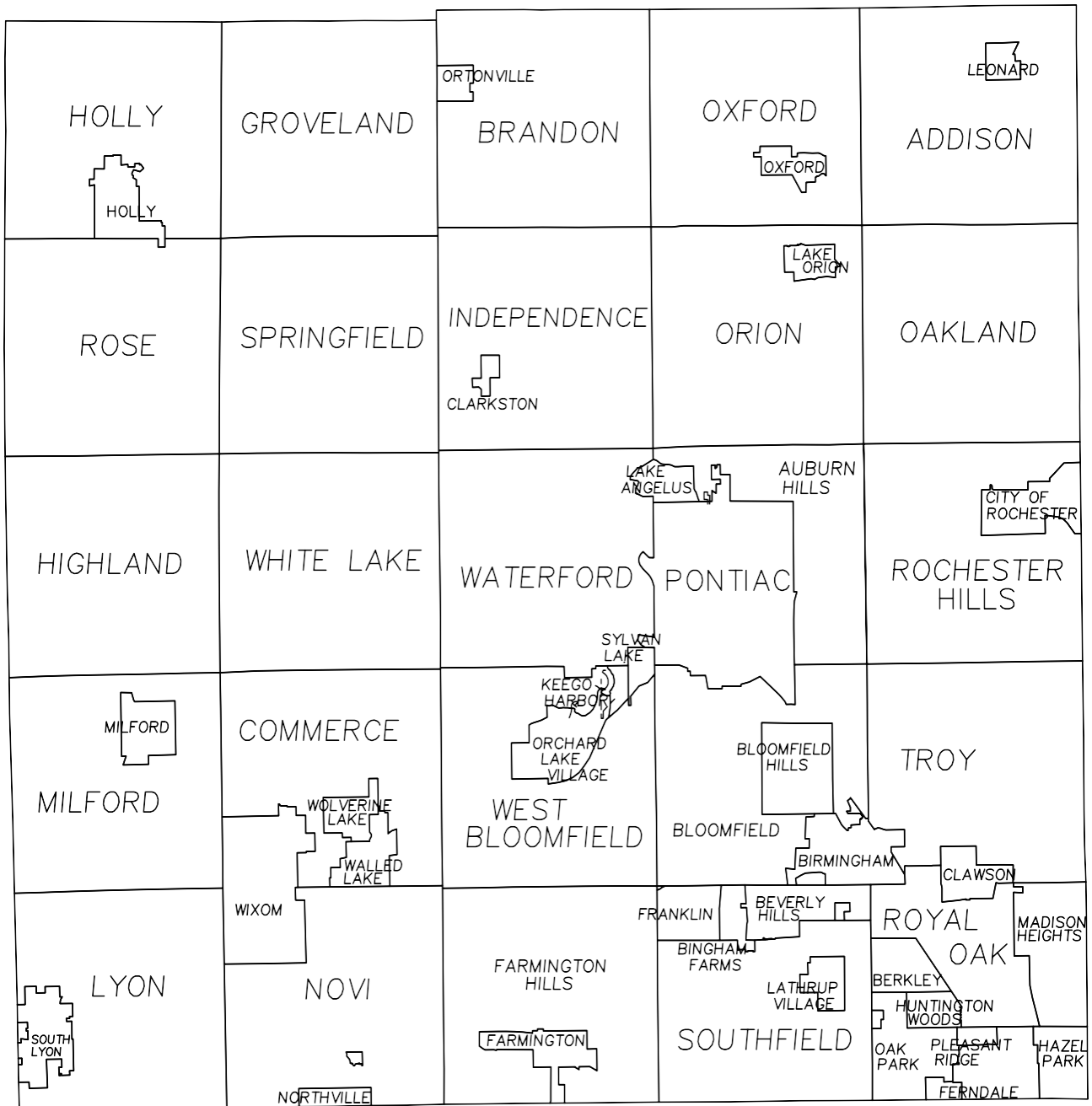
**Andrea LaLonde**  
 Chairperson, Board of County Road Commissioners

**Nancy Quarles**  
 Vice-Chair

**Eric D. McPherson**  
 Commissioner

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**Dennis G. Kolar**  
 Managing Director



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COPY OF RESOLUTION TO BE ADOPTED BY THE  
BOARD OF COUNTY ROAD COMMISSIONERS OF  
THE COUNTY OF OAKLAND, STATE OF MICHIGAN  
UNDER DATE OF SEPTEMBER 21, 2023

RESOLVED, that the revenue of the Road Commission for Oakland County Road Fund for Fiscal Year ending September 30, 2024 is estimated to be \$193,934,411. This amount is hereby budgeted and appropriated for Fiscal Year 2023/24 in the amount of \$193,934,411 to service the Operating, Road Improvement Program, Traffic Signal Project and Special Assessment District Project expenditures of the Road Commission for Oakland County.

<u>Revenue</u>	<u>2023/24 Fiscal Year</u> <u>Appropriation</u>
Fuel and Vehicle Taxes	\$122,268,889
Other Federal & State Revenue	56,312,500
Revenue from Local Government	10,837,500
Fees and Other Revenue	4,515,522
<b>Total Revenue</b>	<b>\$193,934,411</b>
Appropriation from Fund Balance	0
<b>Total Revenue &amp; Appropriation from Fund Balance</b>	<b>\$193,934,411</b>

FURTHER RESOLVED, that \$193,934,411 of anticipated revenue is hereby appropriated for the following purposes:

<u>Operating Expenditures</u>	<u>2023/24 Fiscal Year</u> <u>Appropriation</u>
Board of Road Commissioners	\$199,000
Managing Director	1,059,741
Customer Services	1,744,018
Finance	1,369,192
Legal	913,498
Central Operations	13,725,695
Human Resources	2,449,265
Engineering	6,965,725
Planning & Environmental Concerns	2,954,197
Traffic-Safety	17,283,525
Highway Maintenance	38,726,521
Non-Departmental	33,004,034
<b>Total Operating Expenditures</b>	<b>\$120,394,411</b>
Road Improvement Program	70,040,000
Traffic Signal Projects	1,000,000
Special Assessment District Projects	2,500,000
<b>Total Expenditures</b>	<b>\$193,934,411</b>

The budget appropriation for the Road Improvement Program for Fiscal Year ending September 30, 2024 is as follows:

	<u>2023/24 Fiscal Year</u> <u>Appropriation</u>
<b><u>Road Improvement Program</u></b>	
Pavement	\$37,225,000
Safety Intersections	1,975,000
Bridge Maintenance and/or Replacement	8,115,000
Culverts	6,500,000
Tri-Party	6,000,000
Other	10,225,000
<b>Total Road Improvement Program</b>	<b>\$70,040,000</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 2023/24 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.

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.

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 September 21, 2023

**Shannon Miller** Digitally signed by Shannon Miller  
Date: 2023.09.21 10:53:54 -04'00'

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



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

August 2023

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

**Board of Road Commissioners**

**Andrea LaLonde**  
*Commissioner*

**Nancy Quarles**  
*Commissioner*

**Eric D. McPherson**  
*Commissioner*

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**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 2023-24 budget for your review and adoption.

This proposed fiscal year budget totals \$193.9 million, representing an increase of \$15.8 million from the \$178.1 million previous year budget document. The fiscal year 2023-24 budget is comprised of \$120.4 million operating expenses, along with \$70 million Road Improvement Program (RIP), \$1 million Traffic Signal projects' contractor payments and \$2.5 million Special Assessment District Projects' contractor payments (SAD).

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

- \$3.2 million decrease in Operating Expenses
- \$19 million increase in the RIP
- 4 additional employees

The largest share of revenue, \$122.3 million, in this proposed fiscal year budget document is from the state-collected fuel tax and vehicle registration fees. The next largest portion of \$56.3 million is from federal sources and other state sources, including \$14.0 million RCOC receives from the state for maintaining the state trunk lines and revenue generated by the RIP. Revenue from local governments adds \$10.8 million to the budget, while fees and other revenue, such as interest earned and permit fees, account for \$4.5 million. There was no appropriation from Fund Balance required.

31001 Lahser Road  
Beverly Hills, MI  
48025

248-645-2000

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August 2023  
Board of Road Commissioners  
Road Commission for Oakland County  
Page Two

The selection of expenditures identified in the fiscal year 2023-24 budget was guided by the following points:

- Continuation of the highest-possible level of 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 RCOC to provide services in the most effective manner given the resources available. The capital outlay budget includes \$7.3 million for replacing a portion of the fleet of large equipment and vehicles. Included in the maintenance budget is \$6.2 million of asphalt preservation overlay/spot resurfacing and concrete repair roadwork that RCOC performs at 100 percent RCOC cost and \$500,000 dedicated to pothole patching in subdivisions.

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

- \$37.2 million for major (RRR) pavement resurfacing
- \$ 8.1 million for bridge maintenance/replacement
- \$ 6.0 million for tri-party program
- \$ 6.5 million for culverts
- \$ 2.0 million for safety intersections

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  
OF THE COUNTY OF OAKLAND, MICHIGAN  
UNDER THE DATE OF JULY 6, 2023

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 2023-24 Budget and proposed 2023-24 Primary and Local Road Improvement Program for the Fiscal Year ending September 30, 2024.

NOW, THEREFORE BE IT RESOLVED, that the Road Commissioners hereby give notice of a Public Hearing to be held at 9:30 a.m. on Thursday, August 17, 2023, at the Road Commission for Oakland County Boardroom, 31001 Lahser Road, Beverly Hills, Michigan 48025, for the purpose of presenting the Road Commission's proposed 2023-24 Budget and proposed 2023-24 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 6, 2023

**Shannon Miller** Digitally signed by Shannon Miller  
Date: 2023.07.06 10:32:46 -04'00'

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



**Inter-Departmental Memorandum**

**MANAGING DIRECTORS' OFFICE**

**DATE:** March 1, 2023

**To:** RCOC Department Directors

**FROM:** Dennis G. Kolar

**SUBJECT: FY2023/24 DEPARTMENTAL BUDGET REQUESTS**

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Forms for departmental budget requests for FY2023/24 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, 2023, can be presented to the Board of Road Commissioners on August 17, 2023.

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. 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 FP2024.
5. Directors should spell out any new cost-saving measures to be taken by their departments in FY2023/2024.

*Continued next page*

6. The cover letter should also identify any proposed new computer applications or applications of other technologies anticipated by the department during FY2023/24. 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 FY2023/24 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 FY2023/2024 Budget submission. As requested above, make sure your cover memo addresses each of the ten areas listed above.

Make sure that your submission is consistent with your 2024 Financial Plan submission.

C: Gary Piotrowicz

<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 RCOC to incur obligations and make expenditures.
<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 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.
<b>Connected Vehicle:</b>	Vehicle and infrastructure communicating together to improve safety and mobility.

<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>FAST-TRAC:</b>	<b>Faster And Safer Travel through Traffic Routing and Advanced Controls-</b> Deployment of high-tech “adaptive” Traffic signals that utilize several types of vehicle detection to determine the amount of flow of traffic present at each moment in real time.
<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 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>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.

## 2023/24 Glossary

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<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>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, and state general fund transfer. 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>
<b>Revenue:</b>	Funds 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.

## 2023/24 Glossary

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<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>

**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:  
Board of County Road Commissioners - Andrea LaLonde, Chairperson;  
Nancy Quarles, Vice-Chair; Eric D. McPherson, Commissioner

# 2023/24 The Budget Process

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## Preparation

The creation of the annual RCOC budget is a three-year 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 annual compilation of the Three-Year Financial Plan, which provides the blueprint for the following year's budget and forecasts revenue and expenditures for the coming three years. This starts with the detailed financial planning process in October in which all agency needs are identified. Then 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 in June with each department director to discuss departmental goals and objectives and the ability to achieve them during the next fiscal year.

## Public Hearing

The Michigan Uniform Budgeting and Accounting Act requires an annual public hearing be conducted 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 transfers as outlined in the Board of Road Commissioners' resolution at the beginning of this document.

## Method

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

## 2023/24 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.

# 2023/24 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 2021 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 747 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 includes \$225,000 for gravel and slag materials to patch and maintain the gravel roads.

### 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 that RCOC uses to assist in identifying cost-efficient strategies for rehabilitating and maintaining 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 pavements, prioritizes road segments requiring repaving and provides statistical data for budgetary purposes.

# 2023/24 Needs and Strategies

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

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 ratings, 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 in 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 improving road conditions as well as to prolonging the life of the roads. To achieve these goals, RCOC has budgeted a total of \$6.66 million to this program. This includes \$3.66 million for the Preservation Overlay Program, \$1 million for the Spot Resurfacing Program, \$1 million for Concrete Repairs, \$500,000 for 24 Inch mill and fill joint repair and \$500,000 for crack-sealing. These repairs are expected to extend the life of the roads by 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 \$70 million for improvements of roads beyond maintenance work. Of this total, \$37 million is for pavement-rehabilitation projects, with the remainder for capacity and safety improvements.

# 2023/24 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 utilize several types of vehicle detection to determine the amount and flow of traffic present at each moment in real time. As of the current fiscal year, there are approximately 850 intersections equipped with FAST-TRAC technologies.

FAST-TRAC is RCOC's largest ITS project. It is also among the largest such systems in North America. 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 of another adaptive traffic system that will provide flexibility for future technologies, such as "connected vehicles". 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 field is known as connected vehicles and involves vehicles communicating with each other and with the infrastructure.

The department budget 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 FAST-TRAC. 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 one-tenth of that of an incandescent bulb.) Additionally, overhead internally illuminated case signs are being changed to reflective materials, (as opposed to electric lighting), reducing power consumption to zero.

# 2023/24 Needs and Strategies

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## 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 funding a culvert-replacement program of \$6.5 million. The RIP budget includes \$325,000 for bridge/culvert-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 process 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.
- Form a long-term gravel-road improvement plan consistent with development goals of the communities.
- Encourage cooperative funding with local governmental units and the private sector for upgrading gravel roads.

# 2023/24 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.

# 2023/24 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 crash 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.

# 2023/24 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, Engineering Inspector/Technician Development Program, Civil Engineering/Development and Rotational Program, Intern Program, the Doris A. Webster Tuition Reimbursement Program and our executive-leadership development program, known as Management Effectiveness Training/Strategies for Success.

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**

Necessary building improvements are part of this fiscal year's budget.

# 2023/24 Needs and Strategies

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## REVIEW OF EXISTING RESOURCES (CONTINUED)

### **Employees**

There are 491 full-time positions budgeted for the 2023/24 fiscal year. The 2022/23 fiscal year budgeted full-time positions were 487, representing an increase of four employees.

The budget for seasonal and contracted employees is \$425,000 for the current fiscal year and will enhance the workforce to produce higher customer satisfaction for RCOC during peak periods. The seasonal salaries budget includes temporary, part-time and contracted positions.

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

### **Vehicle Fleet**

RCOC experienced declining revenues prior to the 2017 gas tax and vehicle-registration fee increases. The decline 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 is being 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 discard (DX) 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 \$7 million of vehicles and road equipment capital outlay is in this year's fiscal year budget, it will not be enough to significantly improve the overall status of RCOC's fleet-readiness. Replacing antiquated road equipment is an RCOC priority as funds become available. Details regarding vehicle-fleet status can be found in the Capital Budgeting section.

# Road Commission for Oakland County Revenue by Source

2023/24

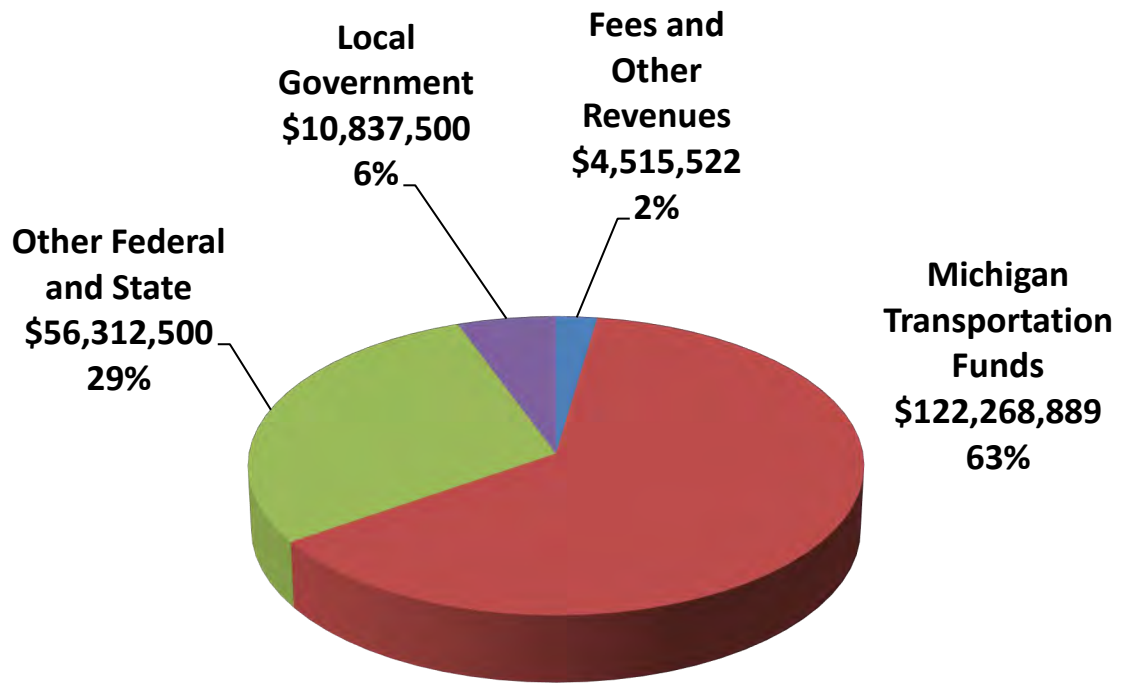


Figure 1

# Summary Table 1

## 2023/24 BUDGET COMPARATIVE SUMMARY OF REVENUE

Revenue Source	2021/22 Actual Fiscal Year Ending 9/30/22	2022/23 Budget As Adopted	2022/23 Amended Budget	2023/24 Budget Fiscal Year Ending 9/30/24
Michigan Transportation Funds	\$117,923,686	\$122,268,889	\$122,268,889	\$122,268,889
Other Federal & State Revenue	45,582,423	39,557,500	\$39,557,500	56,312,500
Revenue from Local Government	17,687,561	13,152,500	\$13,152,500	10,837,500
Fees and Other Revenue	5,620,943	3,140,020	\$3,140,020	4,515,522
<b>Total Revenue</b>	<b>186,814,613</b>	<b>178,118,909</b>	<b>178,118,909</b>	<b>193,934,411</b>
Revenue Over (Under) Expenditures	12,069,321	0	(34,867,664)	0
<b>Total Expenditures</b>	<b>\$174,745,292</b>	<b>\$178,118,909</b>	<b>\$212,986,573</b>	<b>\$193,934,411</b>

# Budget Exhibit A-1

## 2023/24 BUDGETED REVENUE BY SOURCE

<b>Michigan Transportation Funds</b>		
Engineering	\$ 10,000	
Primary Roads	88,970,714	
Local Roads	12,343,784	
Urban Primary Roads	16,296,718	
Urban Local Roads	4,647,673	
<b>Total Michigan Transportation Funds</b>		<b>\$122,268,889</b>
<b>Federal &amp; State Revenue</b>		
State Maintenance Contracts	13,985,000	
Federal Aid - Bridge	5,817,500	
Federal Aid - STP	28,515,000	
Federal Aid - Hwy Infrastructure	1,750,000	
State Aid - Category "A" & "C"	3,165,000	
Federal Revenue-Medicare Part D	200,000	
Federal Aid - CMAQ	2,320,000	
Federal Aid - Highway Safety Improvement	560,000	
<b>Total Federal and State Revenue</b>		<b>56,312,500</b>
<b>Revenue from Local Government</b>		
Contributions from Townships-Road Improvement	1,300,000	
Contributions from Cities&Villages-Road Improvement	2,887,500	
County Contributions-Road Improvement	2,000,000	
Local Road Maintenance	600,000	
Traffic Signal Maintenance	1,750,000	
S.A.D. Revenue	2,300,000	
<b>Total Revenue from Local Government</b>		<b>10,837,500</b>
<b>Fees and Other Revenue</b>		
Interest Revenue	1,925,502	
Permit Fees	860,000	
Inspection Charges	525,000	
Calcium Chloride Revenue	925,000	
Other Revenue	280,020	
<b>Total Fees and Other Revenue</b>		<b>4,515,522</b>
<b>Total Revenues</b>		<b>193,934,411</b>
<b>Appropriation from Fund Balance</b>		<b>0</b>
<b>Total Revenues and Appropriation from Fund Balance</b>		<b>\$193,934,411</b>

## Budget Exhibit A-2

### 2023/24 BUDGET

### ROAD IMPROVEMENT PROGRAM (RIP) AND SIGNAL PROGRAM (SIG)

#### SOURCES OF FUNDING

Description	Federal and State "C" Funds	City / Village Share	Township Share	County/ Other Share	RCOC Share	Totals
Pavement	\$30,955,000	\$1,887,500	\$300,000	\$0	\$4,082,500	\$37,225,000
Bridge Maintenance and/or Replacement	5,817,500	0	0	0	2,297,500	8,115,000
Culverts	1,300,000	0	0	0	5,200,000	6,500,000
Tri-Party	0	1,000,000	1,000,000	2,000,000	2,000,000	6,000,000
Construction Contingencies	0	0	0	0	3,250,000	3,250,000
Design Right of Way Services	0	0	0	0	2,500,000	2,500,000
Rural Federal Aid Purchases	0	0	0	0	2,500,000	2,500,000
Safety Intersections	1,175,000	0	0	0	800,000	1,975,000
Bridge/Culvert/Construction Inspections	0	0	0	0	925,000	925,000
Right of Way Acquisition Contingencies	0	0	0	0	750,000	750,000
Other	0	0	0	0	300,000	300,000
<b>Total RIP Program</b>	<b>39,247,500</b>	<b>2,887,500</b>	<b>1,300,000</b>	<b>2,000,000</b>	<b>24,605,000</b>	<b>70,040,000</b>
<b>Signal Program (SIG)</b>	<b>560,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>440,000</b>	<b>1,000,000</b>
<b>GRAND TOTAL</b>	<b>\$39,807,500</b>	<b>\$2,887,500</b>	<b>\$1,300,000</b>	<b>\$2,000,000</b>	<b>\$25,045,000</b>	<b>\$71,040,000</b>

## 2023/24 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 92 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, vehicle registration fee and income tax revenues.

Beginning January 1, 2017, the tax on diesel and gasoline motor fuel and motor-vehicle registrations fees all increased. That same year the State also began transferring money from the General Fund, generated primarily from the state income tax, to the MTF. The amount of the transfer went from \$150 million to \$600 million, increasing incrementally. In addition to the fuel-tax and registration-fee increases that are already in place, beginning January 1, 2022, the fuel-tax rates were indexed to inflation causing gasoline and diesel taxes to rise annually based on the Consumer Price Index or 5 percent, whichever is less. The forecasted MTF revenue for the 2023/24 fiscal year is expected to remain steady compared to fiscal year 2022/23.

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 \$6.7 million to this program. The funding of the overlay program will impact approximately 26 miles of road within the county. The breakdown is as follows:

- Preservation Overlay Program: \$3.7 million
- Spot Resurfacing Program: \$1.0 million
- Concrete repairs: \$1.0 million
- 24 Inch Mill/Fill: \$500,000
- Crack sealing: \$500,000

# 2023/24 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 Infrastructure Investment and Jobs Act (IIJA) provides authorization through fiscal year 2026 but does not make a radical change in the basic structure of federal-aid highway programs. Programmatic funding increases from the IIJA were expected to be approximately 20 percent in the first year (FY2023) and then approximately 2 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 IIJA will increase the federal investment in highways in 2023, rising road construction costs may absorb the increases. Higher construction costs resulting from increases in steel, cement, petroleum and labor prices have affected the overall growth in road construction. In 2021, the average statewide urban price per lane mile for reconstruction was \$3.02 million, the average rehabilitation cost per lane mile was \$0.88 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. 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 IIJA 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 2023/24 Road Improvement Program (RIP) budget includes \$39.25 million in federal and state funding. Programs such as STP, the National Highway Performance Program and the Local Bridge Program funding major resurfacing, safety intersections and bridge/culvert maintenance/replacement projects.

In this fiscal year, the Traffic-Safety Department and the 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 RCOC Traffic Operations Center and \$560,000 for safety improvement projects.

# 2023/24 Summary of Revenues

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## 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 additional revenue resulting from the 2015 Michigan road-funding package, RCOC expects to receive \$122.27 million in MTF revenue for the 2023/24 fiscal year.

Another element of state funding is the contract with the Michigan Department of Transportation (MDOT) to maintain state trunklines. This contract is projected to yield \$13.994 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.

## LOCAL REVENUE

Local participants, primarily the communities and Oakland County general government, are another important source of revenue to RCOC. For fiscal year 2023/24 they will generate approximately \$10.84 million of revenue in total, of which \$6.19 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.

# 2023/24 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 or to 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, residents and businesses.
- RCOC performs 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 right of way to telecommunications companies.

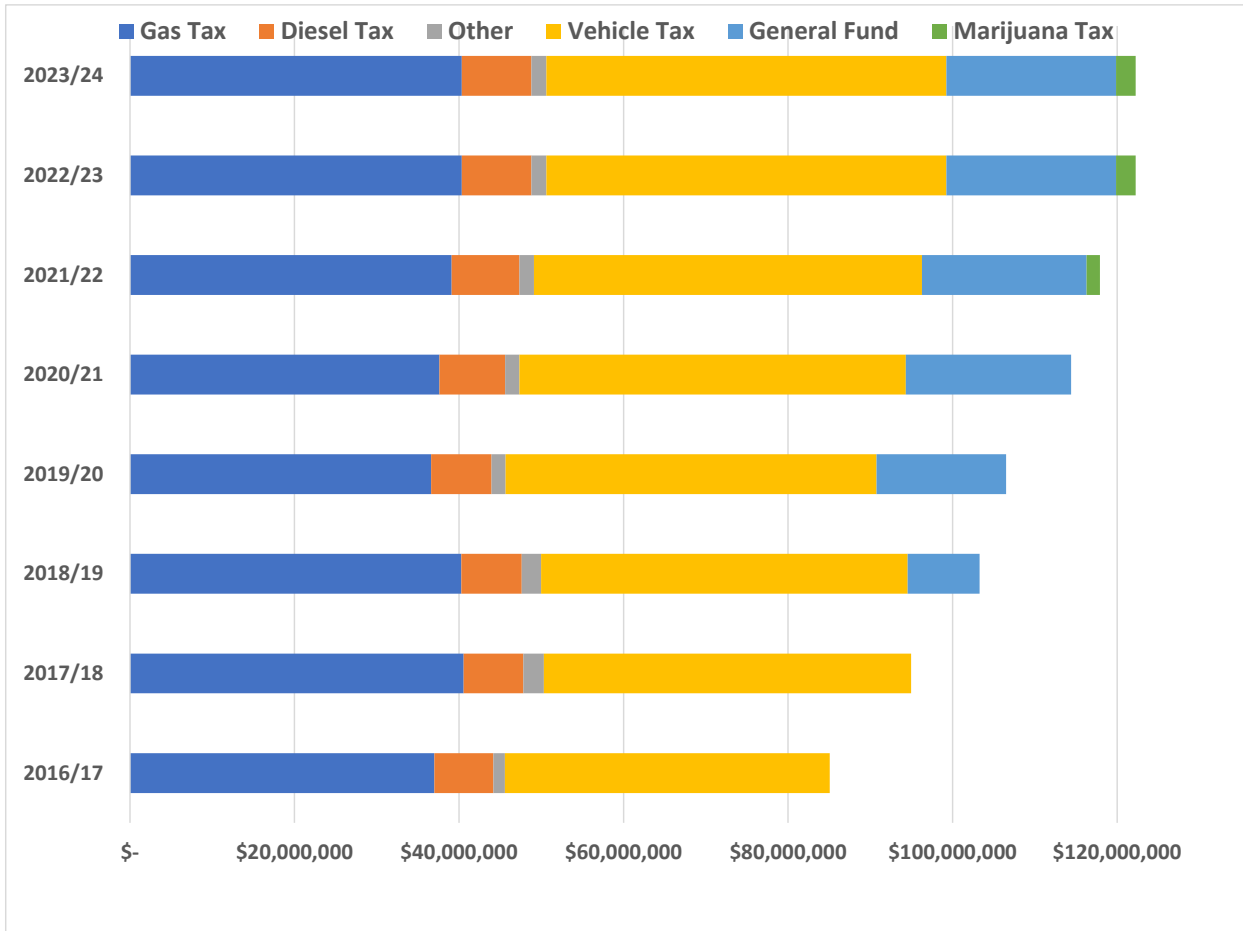
## Factors Affecting Present and Future Revenue

Other events that adversely affect RCOC are the state's continued annual transfer of \$20 million from the MTF to the Secretary of State and the ongoing 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. Additionally, 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. The price of a tandem dump truck increased almost \$80,000 dollars per truck.

RCOC's MTF allocation is determined by a formula established in state law and reflecting Oakland County's road mileage by road type and vehicle registrations by number and type. Currently, the projected 10-year backlog of road improvements, as determined by the communities during the biennial 2021 RCOC Strategic Planning meetings, totals nearly \$3.14 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 were indexed to inflation causing gasoline and diesel taxes to rise annually based on the Consumer Price Index or 5 percent, whichever is less. This will help to ensure that the buying power of the fuel tax revenues does not decline as much as it otherwise might each year

## Michigan Transportation Fund Revenue and History Projection 2017-2024



	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Actual 2020/21	Actual 2021/22	Projection 2022/23	Projection 2023/24
Gas Tax	\$ 37,007,450	\$ 40,551,095	\$ 40,277,539	\$ 36,612,082	\$ 37,616,946	\$ 39,109,309	\$ 40,320,609	\$ 40,320,609
Diesel Tax	7,161,635	7,275,804	7,341,963	7,341,766	7,969,915	8,228,708	8,483,569	8,483,569
Other	1,411,914	2,481,255	2,364,044	1,715,667	1,758,155	1,758,030	1,812,480	1,812,480
Vehicle Tax	39,474,046	44,639,047	44,561,045	45,078,744	46,948,941	47,172,871	48,633,918	48,633,918
General Fund			8,738,380	15,746,758	20,117,570	20,002,403	20,621,921	20,621,921
Marijuana Tax						1,642,366	2,386,392	2,386,392
<b>TOTAL</b>	<b>\$ 85,055,045</b>	<b>\$ 94,947,201</b>	<b>\$ 103,282,971</b>	<b>\$ 106,495,017</b>	<b>\$ 114,411,527</b>	<b>\$ 117,913,687</b>	<b>\$ 122,258,889</b>	<b>\$ 122,258,889</b>

**Figure 2**

# Road Commission for Oakland County Allocation of Funds

2023/24

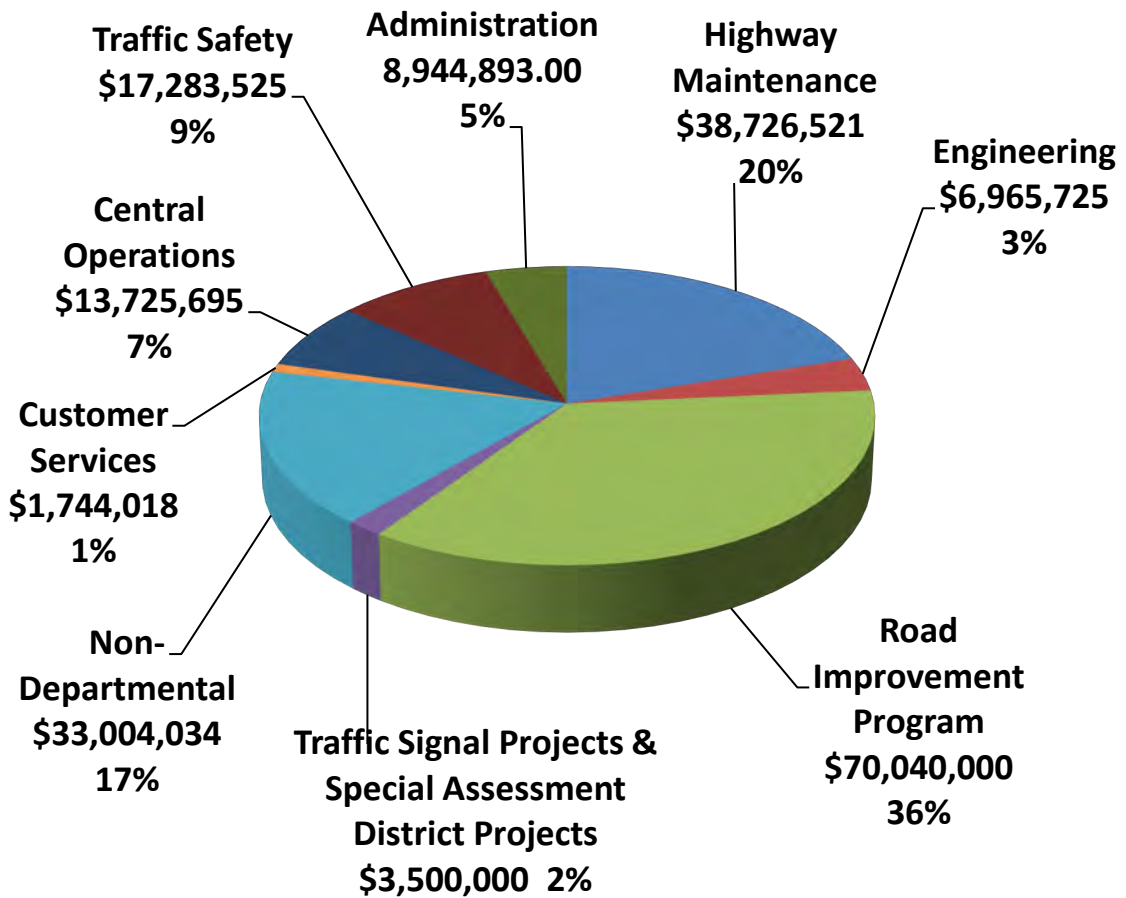


Figure 3

## Summary Table 2

### 2023/24 BUDGET

#### COMPARATIVE SUMMARY OF EXPENDITURES

DEPARTMENT	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
Board of Road Commissioners	\$177,703	\$194,000	\$194,000	\$199,000
Managing Director	878,337	984,919	984,919	1,059,741
Customer Services	1,505,020	1,598,577	1,598,577	1,744,018
Finance	1,105,896	1,161,044	1,163,674	1,369,192
Legal	702,315	818,753	844,753	913,498
Central Operations	12,380,081	17,296,919	21,296,205	13,725,695
Human Resources	1,590,802	2,305,154	2,516,754	2,449,265
Engineering	5,122,378	6,015,599	6,305,599	6,965,725
Planning & Environmental Concerns	2,511,731	2,746,988	2,900,488	2,954,197
Traffic-Safety	14,401,604	16,828,805	28,742,198	17,283,525
Highway Maintenance	37,353,095	40,830,215	56,601,470	38,726,521
Non-Departmental	28,258,021	32,777,936	35,277,936	33,004,034
<b>Total Operating</b>	<b>105,986,984</b>	<b>123,558,909</b>	<b>158,426,573</b>	<b>120,394,411</b>
Road Improvement Program (Contractor Payments, Consultants &ROW)	67,298,246	51,360,000	51,360,000	70,040,000
Traffic Signal Projects (Contractor Payments & Materials)	301,888	700,000	700,000	1,000,000
Special Assessment District Projects (Contractor Payments)	1,158,174	2,500,000	2,500,000	2,500,000
<b>TOTAL EXPENDITURES</b>	<b>\$174,745,292</b>	<b>\$178,118,909</b>	<b>\$212,986,573</b>	<b>\$193,934,411</b>

Budget Exhibit A-3

2023/24 DEPARTMENTAL BUDGET - APPROPRIATION BY ACCOUNT

Department	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Board of Road Commissioners</b>				
Total Salaries	\$47,184	\$47,000	\$47,000	\$47,000
Supplies, Materials & Parts	20	250	250	250
Contracted Services	104,700	105,000	105,000	110,000
Other Expenses	25,800	41,750	41,750	41,750
	<b>177,703</b>	<b>194,000</b>	<b>194,000</b>	<b>199,000</b>
<b>Managing Director</b>				
Total Salaries	719,462	753,199	753,199	829,241
Supplies, Materials & Parts	44,059	53,720	53,720	54,100
Contracted Services	86,656	141,500	141,500	139,900
Other Expenses	28,160	36,500	36,500	36,500
	<b>878,337</b>	<b>984,919</b>	<b>984,919</b>	<b>1,059,741</b>
<b>Customer Services</b>				
Total Salaries	1,384,513	1,491,577	1,491,577	1,622,018
Supplies, Materials & Parts	13,912	17,000	17,000	17,000
Contracted Services	105,622	85,000	85,000	100,000
Other Expenses	973	5,000	5,000	5,000
	<b>1,505,020</b>	<b>1,598,577</b>	<b>1,598,577</b>	<b>1,744,018</b>
<b>Finance</b>				
Total Salaries	1,001,888	1,047,886	1,047,886	1,243,384
Supplies, Materials & Parts	9,790	10,800	13,430	8,750
Contracted Services	88,434	96,208	96,208	110,008
Other Expenses	5,784	6,150	6,150	7,050
	<b>1,105,896</b>	<b>1,161,044</b>	<b>1,163,674</b>	<b>1,369,192</b>
<b>Legal</b>				
Total Salaries	630,813	713,908	713,908	807,498
Supplies, Materials & Parts	29,875	37,745	39,745	38,900
Contracted Services	34,743	60,000	84,000	60,000
Other Expenses	6,884	7,100	7,100	7,100
	<b>702,315</b>	<b>818,753</b>	<b>844,753</b>	<b>913,498</b>

## Budget Exhibit A-3 (Continued)

### 2023/24 DEPARTMENTAL BUDGET - APPROPRIATION BY ACCOUNT

Department	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Central Operations</b>				
Total Salaries	\$2,760,340	\$3,108,153	\$3,108,153	\$3,426,965
Supplies, Materials & Parts	4,784,977	5,795,800	5,870,800	5,901,025
Contracted Services	536,839	442,700	442,700	450,000
Other Expenses	15,626	34,500	34,500	34,500
Utilities	450,508	531,466	531,466	618,160
Repair/Maintenance	1,140,973	1,195,000	1,195,000	1,195,000
Capital Outlay	2,690,818	6,189,300	10,113,586	2,100,045
	<b>12,380,081</b>	<b>17,296,919</b>	<b>21,296,205</b>	<b>13,725,695</b>
<b>Human Resources</b>				
Total Salaries	1,074,133	1,572,498	1,572,498	1,709,079
Employee Benefits	48,518	45,000	45,000	50,000
Supplies, Materials & Parts	9,241	18,500	18,500	18,500
Contracted Services	322,171	581,684	616,684	582,617
Other Expenses	136,740	87,472	257,472	89,069
Capital Outlay	0	0	6,600	0
	<b>1,590,802</b>	<b>2,305,154</b>	<b>2,516,754</b>	<b>2,449,265</b>
<b>Engineering</b>				
Total Salaries	4,842,477	5,850,599	5,850,599	6,637,425
Supplies, Materials & Parts	74,069	80,530	80,530	77,655
Contracted Services	25,567	44,400	44,400	44,750
Other Expenses	33,293	40,070	40,070	42,595
Capital Outlay	146,972	0	290,000	163,300
	<b>5,122,378</b>	<b>6,015,599</b>	<b>6,305,599</b>	<b>6,965,725</b>
<b>Planning &amp; Environmental Concerns</b>				
Total Salaries	905,546	1,003,638	1,003,638	1,162,697
Supplies, Materials & Parts	57,845	36,050	56,050	138,100
Contracted Services	822,495	903,900	903,900	932,000
Other Expenses	23,243	28,400	31,400	36,400
Utilities	316,791	445,000	445,000	405,000
Capital Outlay	385,811	330,000	460,500	280,000
	<b>2,511,731</b>	<b>2,746,988</b>	<b>2,900,488</b>	<b>2,954,197</b>
<b>Traffic-Safety</b>				
Total Salaries	4,896,937	6,137,272	6,137,272	6,494,426
Supplies, Materials & Parts	1,344,532	2,169,000	2,299,691	2,107,500
Contracted Services	6,844,917	6,271,500	15,708,076	6,332,500
Other Expenses	25,734	39,000	46,188	39,000
Utilities	1,174,095	1,398,648	1,398,648	1,412,188
Repair/Maintenance	3,334	10,000	10,000	10,000
Capital Outlay	112,055	803,385	3,142,323	887,911
	<b>14,401,604</b>	<b>16,828,805</b>	<b>28,742,198</b>	<b>17,283,525</b>

## Budget Exhibit A-3 (Continued)

### 2023/24 DEPARTMENTAL BUDGET - APPROPRIATION BY ACCOUNT

Department	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Highway Maintenance</b>				
Total Salaries	\$11,978,248	\$14,318,154	\$14,318,154	\$14,975,474
Supplies, Materials & Parts	5,783,612	6,169,000	6,177,366	6,009,000
Contracted Services	18,613,127	14,425,461	20,358,331	11,825,497
Other Expenses	13,205	23,700	23,700	23,700
Repair/Maintenance	0	5,000	5,000	5,000
Capital Outlay	964,903	5,888,900	15,718,919	5,887,850
	<b>37,353,095</b>	<b>40,830,215</b>	<b>56,601,470</b>	<b>38,726,521</b>
<b>Non-Departmental</b>				
Ratification Pay	398,000	0	0	0
Employee Benefits	26,353,987	30,307,936	32,807,936	30,764,034
Supplies, Materials, & Parts	220,596	175,000	175,000	170,000
Other Expenses	1,285,438	2,295,000	2,295,000	2,070,000
	<b>28,258,021</b>	<b>32,777,936</b>	<b>35,277,936</b>	<b>33,004,034</b>
Road Improvement Program (Contractor Payments, consultant & ROW)	<b>67,298,246</b>	<b>51,360,000</b>	<b>51,360,000</b>	<b>70,040,000</b>
Traffic Signal Projects (Contractor payments & Materials)	<b>301,888</b>	<b>700,000</b>	<b>700,000</b>	<b>1,000,000</b>
Special Assessment District Projects (Contractor Payments)	<b>1,158,174</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,500,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$174,745,292</b>	<b>\$178,118,909</b>	<b>\$212,986,573</b>	<b>\$193,934,411</b>

# Budget Exhibit A-4

## 2023/24 BUDGET

### Appropriation Summary - Operating by Expense

#### EXPENSE ACCOUNT

Salaries	\$38,955,207
Supplies, Materials & Parts	14,540,780
Contracted Services	20,687,272
Other Expenses	2,432,664
Utilities	2,435,348
Repair/Maintenance	1,210,000
Capital Outlay	9,319,106
Employee Benefits	30,814,034
<b>TOTAL</b>	<b>\$120,394,411</b>

Budget Exhibit A-5

2023/24 BUDGET  
 Appropriation Summary - Salaries

DEPARTMENT	Base	Overtime	Seasonal	Total
Board of Road Commissioners	\$47,000	\$0	\$0	\$47,000
Managing Director	819,241	10,000	0	829,241
Customer Services	1,492,018	130,000	0	1,622,018
Finance	1,188,384	55,000	0	1,243,384
Legal	803,998	3,500	0	807,498
Central Operations	2,957,015	469,950	0	3,426,965
Human Resources	1,184,079	100,000	425,000	1,709,079
Engineering	5,759,925	877,500	0	6,637,425
Planning and Environmental Concerns	1,139,697	23,000	0	1,162,697
Traffic-Safety	5,823,426	671,000	0	6,494,426
Highway Maintenance	12,793,188	2,182,286	0	14,975,474
<b>TOTAL DEPARTMENT SALARIES</b>	<b>\$34,007,971</b>	<b>\$4,522,236</b>	<b>\$425,000</b>	<b>\$38,955,207</b>

## Budget Exhibit A-6

### 2023/24 BUDGET

#### Appropriation Summary-Employee Benefits

Dental Insurance	\$472,337	
Medical Insurance	11,691,575	
Life Insurance	118,677	
Vision Care Insurance	59,266	
Flexible Spending Administration	13,000	
Cobra Admin-TP Sourcing	6,900	
Retirement	5,675,000	
Retention	400,000	
Post Employment Benefits-Employer Contribution/Actuarials	4,000,000	
Social Security	3,024,983	
Unemployment Insurance	32,000	
Workers' Compensation	200,000	
Sick Leave Redemption	75,000	
Annual Leave Redemption	150,000	
Workers' Compensation Self-Insurance	740,000	
Prescription Drugs	3,005,875	
Consumerism Bundle	43,724	
Medical Exams/Wellness Program	74,000	(1)
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>\$29,782,337</b>	
(1) Exams included in Human Resources Department Budget	\$50,000	
Non-Departmental Wellness Appropriation	\$24,000	

# 2023/24 Summary of Expenditures

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## A Year of Continued Cost Containment

Each year, RCOC departments are 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.
- Identifying ways to improve services without significantly increasing costs.

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

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

# 2023/24 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 7.1 percent of the total RCOC yearly expenditures and has 43 budgeted employees. 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.
- This equipment budget has several large equipment replacements that more than meet minimum recommended fleet investment with a total investment of \$6,986,806.

# 2023/24 Summary of Expenditures

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## Operating Departments (continued)

### **Engineering**

The Engineering Department has 77 budgeted employees.

Engineering, road improvement and special assessment district (SAD) activities account for 41 percent of RCOC's expenditures. The types of projects included in the Road Improvement Program (RIP) this year include: roundabout construction, road reconstruction and resurfacings, bridge rehabilitation and replacement and culvert replacement. In this fiscal year the department plans to complete more than \$51 million of 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 avails itself of 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 (TEDF) 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 special assessment districts. This program allows residents to establish an assessment district to fund their subdivision road improvements, with the costs spread over 10 years.

## 2023/24 Summary of Expenditures

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### Operating Departments (continued)

#### **Planning and Environmental Concerns**

The Planning and Environmental Concerns Department (PEC) has 12 budgeted employees. The PEC Department handles Information Technology, Transportation 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 Precision Software, Geographic Information System (GIS), the Electronic Document Management System, the Cityworks module, the RCOC website and the Internet Service Provider.

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.

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.

The department will implement additional modules and improve 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 ensures that all state and federal policies are followed regarding soil erosion, wetland permits, hazardous waste, environmental assessments and the Natural Beauty Road program.

The PEC Department will continue to administer the MS4 storm water permit process along with all the environmental rules and regulations that accompany the permit. Also, the division assures that the agency is following all the proper environmental guidelines, meeting the requirements associated with each project.

# 2023/24 Summary of Expenditures

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## Operating Departments (continued)

### **Traffic-Safety**

The Traffic-Safety Department has 84 budgeted employees.

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 are also the domain of the department.

The Traffic-Safety Department, including signal projects, accounts for approximately 9.4 percent of total RCOC expenditures. Traffic-Safety is annually responsible for about 100,000 traffic signs, with material costs for installation and repair on 15,500 signs budgeted at \$305,000. Traffic-Safety manages the \$4.5 million for traffic signals which includes traffic-signal installation and modernization, the Traffic Operations Center (TOC), a federally funded 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 is updating the 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.

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.

# 2023/24 Summary of Expenditures

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## Operating Departments (continued)

### **Highway Maintenance**

The Highway Maintenance Department has 207 budgeted employees and accounts for 20 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 funds, the Highway Maintenance Department budget includes \$6.66 million of asphalt resurfacing and concrete repair work.

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. RCOC has allocated \$225,000 on gravel and slag materials to patch and re-gravel sections of gravel roads and shoulders.

The department has budgeted about 10,000 tons of hot and cold patching materials, 12,000 tons of gravel and slag, and 83,000 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, controlling dust and 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 continue to challenge the Highway Maintenance Department. The department also expects an average 4 percent rate 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 constant funding challenges.

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.

# 2023/24 Summary of Expenditures

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## Operating Departments (continued)

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

Approximately 147 RCOC winter-maintenance vehicles are now equipped with the Fleet Management System. These vehicles are located in all Highway Maintenance districts. The benefits of this project include a reduction in salt use and improved roadway safety through quicker response.

The Highway Maintenance Department anticipates the need for cost containment by searching for alternative, less expensive materials and implementing cost-saving 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 2021/22 RCOC 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.

### **Customer Services**

The Department of Customer Services (DCS) has 22 budgeted employees with a budget representing approximately 0.9 percent of RCOC's annual expenditures.

DCS provides the citizens of Oakland County a central location to make inquiries and requests related to road issues. DCS receives approximately 50,000 such citizen contacts annually. The DCS team answers questions or completes reports, which are forwarded to one of the operating departments for review and timely resolution if possible.

DCS administers RCOC's summer dust-control program for residents residing on gravel roads, which encompasses approximately 650 miles, more than 80 percent of the gravel roads under RCOC jurisdiction. DCS also administers the Adopt-A-Road program for volunteer groups that clean-up roadsides three times per year with 330 groups.

The department is also responsible for the issuance of permits and review of work proposed within the right of way under the jurisdiction of RCOC. A variety of permits issued includes soil boring/monitoring wells, road paving, road closures, traffic signals, sidewalks and paths along with commercial and private driveway permits, and overhead and underground utility work. Weighmaster permits are for overweight, oversized vehicles, house moves and special haul routes along with trucker cab cards and single truck trips.

### FINANCIAL PICTURE

When it comes to funding its roads, Michigan has failed. For 50-plus years, until at least 2019, Michigan ranked among the bottom states in the nation in per capita state and local road funding. According to 2022 data provided by Michigan's Transportation Asset Management Council (TAMC), only 23.5 percent of roads under the jurisdiction of RCOC are rated in good condition, 52.3 percent are in fair condition, and 24.2 percent are in poor condition. Bridges under RCOC's jurisdiction fair a bit better with 40.8 percent rated in good condition, 51.9 percent in fair condition and 7.3 percent in poor condition. Additionally, 4.3 percent of RCOC bridges are considered "structurally deficient".

Inadequate investment in the road system today means not only accelerated deterioration of roads in the present, but also increased maintenance costs in the future. The primary causes for this are:

**A history of underfunding:** According to US Census Bureau data, for more than 50 years, until road funding was increased in 2017, Michigan was among the bottom 10 states in the nation in per capita state and local road funding.

**Rising costs:** The costs associated with constructing and maintaining roads continue to increase dramatically. The recent supply chain issues have contributed to extremely high inflation. As of April 2023, the rate of inflation was 6.6 percent. Below are other examples of rising costs between 2013 and 2023:

- 12-yard dump truck increased 48 percent.
- Asphalt increased 55 percent.
- Cold patch increased 50 percent.
- Salt increased 17 percent.

**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 stagnant population growth in recent years, 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.

**Local Impact:** 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 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 an 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.

Since the passing of the road funding package, RCOC has seen increases in Michigan Transportation Fund revenues. These increases have been used to fund new road construction projects, increase staffing levels, replace old equipment and contribute to unfunded liabilities. Even with this increased investment, much work was needed to improve the road system after decades of underfunding. During March of 2020, the entire world felt the financial impact of the Coronavirus. As the economy recovers from the pandemic, we have seen unprecedented inflation due to supply chain issues and volatile market conditions. These increases in costs continue to negatively impact the investment in road improvements.

## 2023/24 Summary of Debt

### SUMMARY EXPLANATION OF DEBT

For fiscal year 2023/24, RCOC does not intend to incur any new debt through the issuance of any Michigan Transportation Revenue notes.

# Summary of Debt

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## 2023/24 BUDGET SUMMARY OF FUNDED DEBT

		<b>2023/24</b>	
	<b>Debt Outstanding 9/30/2024</b>	<b>Debt Service Payments Principal</b>	<b>Interest</b>
<b>DESCRIPTION OF DEBT</b>			
Michigan Transportation Fund Revenue Note      Road Fund	\$0	\$0	\$0
<b>TOTAL DEBT SERVICE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Change in Fund Balance

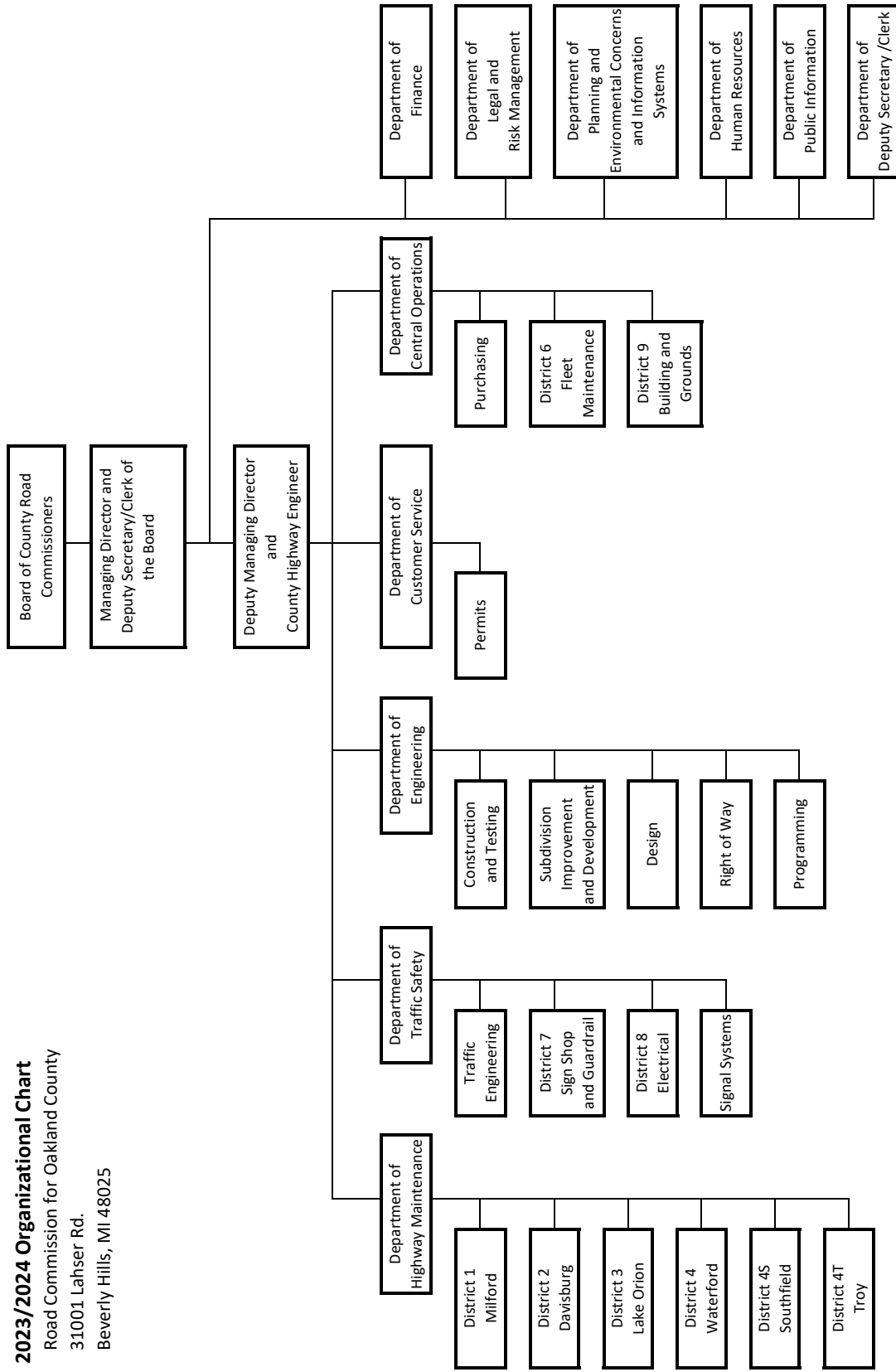
## 2023/24 BUDGET ROAD FUND CHANGE IN FUND BALANCE STATEMENT

	Actual Fiscal Year Ending 9/30/22	Beginning Budget 2022/23*	Amended Budget 2022/23*	Budget Fiscal Year Ending 9/30/24*
Total Beginning Fund Balance	95,536,135	107,605,456	107,605,456	\$72,737,792
Total Revenue	186,814,613	178,118,909	178,118,909	193,934,411
Total Expenditures	(174,745,292)	(178,118,909)	(212,986,573)	(193,934,411)
Revenue over (under) Expenditures	12,069,321	0	(34,867,664)	0
<b>Total Ending Fund Balance</b>	<b>\$ 107,605,456</b>	<b>\$ 107,605,456</b>	<b>\$ 72,737,792</b>	<b>\$ 72,737,792</b>
<b>Analysis of 9/30/22 Ending Fund Balance:</b>				
Capital Outlay and Contracted Services				\$34,494,044
Building Fund				11,452,091
Reserved or Designated for Construction in Progress				23,205,699
Non-Spendable Inventory				5,971,644
Non-Spendable Prepaid Assets				3,511,891
<b>Reserved for Long-Term Portion of Provisions for:</b>				
Post-employment Benefits				15,136,963
Uninsured Loss				1,927,366
Compensated Absences				2,450,826
SAD Fund				9,454,932
<b>TOTAL</b>				<b>\$107,605,456</b>

\* Beginning & ending Fund Balance carries forward from previous year-end actual balance.

**2023/2024 Organizational Chart**

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



# BUDGETED POSITIONS



# 2023/24 Budgeted Positions

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## OVERVIEW

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, RCOC was forced to reduce or eliminate many activities and expenditures. This impacted RCOC's required staffing levels. The lowest number of budgeted positions was reached in 2015/2016 at 390 budgeted positions. Due to the Michigan Transportation Fund revenue increase in 2017, RCOC has since increased its staffing.

There are 491 budgeted positions for fiscal year 2023/24. This is an increase of four positions over the previous year's budget. The following exhibit (A-7) shows budgeted positions for fiscal year 2023/24.

Fringe benefit line items in the Non-Departmental budget reflect the current staffing level. For the fiscal year, the Human Resources budget includes \$425,000 for seasonal/temporary, part-time winter maintenance drivers.

## 2023/24 BUDGETED POSITIONS

Fiscal Years 2019/20 - 2023/24

DEPARTMENT	2019/20 Adopted Budget	2020/21 Adopted Budget	2021/22 Adopted Budget	2022/23 Amended Budget	2023/24 Budget
Managing Director	8	8	8	8	8
Customer Services	21	22	22	22	22
Finance	14	14	14	15	15
Legal	7	7	8	8	8
Human Resources	6	14	15	15	15
Central Operations	41	42	41	43	43
Engineering	68	69	73	73	77
Planning & Environ Concerns	12	12	12	12	12
Traffic-Safety	82	84	84	84	84
Highway Maintenance	183	196	207	207	207
<b>TOTAL BUDGETED POSITIONS</b>	<b>442</b>	<b>468</b>	<b>484</b>	<b>487</b>	<b>491</b>

2023/2024 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
ADMINISTRATIVE ASSISTANT II				1							1
ACCOUNT CLERK			4			1			1	1	7
ACCOUNTANT			5								5
ASSISTANT GENERAL COUNSEL				1							1
AUGER OPERATOR									2		2
BENEFITS & COMPENSATION SUPERVISOR					1						1
BRINE WELL FIELD SPECIALIST										1	1
BUDGET & PROJECT MANAGER			1								1
BUILDING MAINTENANCE LABORER						3					3
CHIEF WEIGHMASTER		1									1
CIVIL ENGINEER I - DEVELOPMENT PROGRAM					4						4
CIVIL ENGINEER I/II							2				2
CIVIL ENGINEER II		1					3		5	1	10
COMMISSION RECEPTIONIST	1										1
COMMUNICATIONS SPECIALIST & LEGISLATIVE LIAISON	1										1
COMPUTER PROGRAMMER II								1			1
COMPUTER TECHNICIAN								1			1
CREW LEADER						1					1
CREW LEADER - CHLORIDE										3	3
CREW LEADER - FORESTRY										4	4
CUSTOMER SERVICE CLERK		5									5
DEPUTY GENERAL COUNSEL				1							1

2023/2024 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
DEPUTY MANAGING DIRECTOR/COUNTY HIGHWAY ENGINEER	1										1
DEPUTY SECRETARY/CLERK OF THE BOARD	1										1
DIRECTOR, CENTRAL OPERATIONS						1					1
DIRECTOR, CUSTOMER SERVICES		1									1
DIRECTOR, ENGINEERING							1				1
DIRECTOR, FINANCE			1								1
DIRECTOR, HIGHWAY MAINTENANCE										1	1
DIRECTOR, HUMAN RESOURCES					1						1
DIRECTOR, PLANNING & ENVIRONMENTAL CONCERNS								1			1
DIRECTOR, TRAFFIC SAFETY									1		1
DISTRICT CLERK						1				6	7
DISTRICT SUPERINTENDENT						1			2	6	9
DISTRICT SUPERINTENDENT, TRAINING										1	1
ELECTRICIAN W/STATE MASTER ELECTRICAL LICENSE									5		5
ELECTRICAL TECHNICIAN II									4		4
ENGINEERING AIDE							4				4
ENGINEERING INSPECTOR II		6					20			1	27
ENGINEERING TECHNICIAN I							1				1
ENGINEERING TECHNICIAN II							8		6		14
ENGINEERING TECHNICIAN III							2				2
ENVIRONMENTALIST II								1			1

2023/2024 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
EQUIPMENT INSTRUCTOR										2	2
EQUIPMENT REPAIR SUPERINTENDENT						2					2
EXECUTIVE ADMINISTRATIVE ASSISTANT	1										1
FLEET MANAGER						1					1
FLOAT OPERATOR										3	3
FOREPERSON									2	14	16
GENERAL COUNSEL				1							1
GIS SUPERVISOR								1			1
GRADE PERSON										7	7
GRADER OPERATOR										16	16
GUARD RAIL INSTALLER									3		3
HRIS & HR PROGRAMS COORDINATOR					1						1
HUMAN RESOURCE SPECIALIST-BENEFITS					1						1
HUMAN RESOURCE SPECIALIST-TALENT ACQUISITION					1						1
HUMAN RESOURCE SPECIALIST-TRAINING & DEVELOPMENT					1						1
INFORMATION SYSTEMS CLERK								1			1
INSPECTOR I/TECH I - DEVELOPMENT PROGRAM					4						4
INSTRUMENT OPERATOR							4				4
INFORMATION TECHNOLOGY SOFTWARE APPLICATIONS MANAGER								1			1
IT'S TECHNICIAN W/STATE MASTER LICENSE									1		1
LABORER II						3			10	32	45

2023/2024 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
LOADER OPERATOR										6	6
MAINTENANCE ANALYST										1	1
MANAGER, ACCOUNTING			1								1
MANAGER, COMMUNICATIONS	1										1
MANAGER, CONSTRUCTION ENGINEER							1				1
MANAGER, DESIGN ENGINEER							1				1
MANAGER, ENVIRONMENTAL CONCERNS								1			1
MANAGER, INVENTORY CONTROL						1					1
MANAGER, LABOR & EMPLOYEE RELATIONS					1						1
MANAGER, MAINTENANCE OPERATIONS ENGINEER										1	1
MANAGER, PERMITS ENGINEER		1									1
MANAGER, RIGHT-OF-WAY							1				1
MANAGER, SIGNAL SYSTEMS ENGINEERING									1		1
MANAGER, SUBDIVISION IMPROVEMENT							1				1
MANAGER, TRANSPORTATION PLANNING								1			1
MANAGER, TRAFFIC SAFETY ENGINEER									1		1
MANAGING DIRECTOR	1										1
MECHANIC						16					16
MECHANIC NEW HIRE						2					2
OFFICE CLERK	1	2					1				6
OFFICE COORDINATOR		1									1
PARALEGAL I				2							2
PAYROLL AIDE			1								1
PAYROLL SPECIALIST			1								1

2023/2024 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
PLANNER II								1			1
PLANNER III								1			1
PROJECT DEVELOPMENT MANAGER							1				1
PURCHASING AGENT						2					2
R.O.W. AGENT							1				1
RIGHT-OF-WAY APPRAISER							1				1
SAFETY PROGRAM COORDINATOR				1							1
SECRETARY	1					1	1		1		4
SHOULDER MAINTAINER										4	4
SHOVEL OPERATOR										7	7
SIGN FABRICATOR									1		1
SKILLED FOREPERSON						2			3		5
SKILLED LABORER I										11	11
SOLID STATE ELECTRICIAN									1		1
SPECIAL ASSESSMENT ANALYST							1				1
STOCK CLERK						2					2
STOREKEEPER						2					2
STREET SIGN FABRICATOR									1		1
SUPERVISOR, ENGINEERING INSPECTION		2					5				7
SUPERVISOR, ELECTRICAL TECHNICIAN									1		1
SUPERVISOR, FORESTRY & CONTRACT ADMINISTRATOR										1	1
SUPERVISOR, INFORMATION TECHNOLOGY NETWORK								1			1

2023/2024 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
SUPERVISOR, PAYROLL & PENSION			1								1
SUPERVISOR, PROJECT ENGINEERING							9		4	1	14
SUPERVISOR, RISK MANAGEMENT				1							1
SUPERVISOR, SURVEY CREW							4				4
SURVEY ASSISTANT							3				3
TANDEM FLOAT DRIVER										50	50
TIRE REPAIR						1				5	6
TRACTOR SEMI DRIVER										7	7
TRAFFIC OPERATIONS TECHNICIAN									1		1
TRAFFIC SIGNAL TECHNICIAN									16		16
TREE TRIMMER										8	8
UNDERGROUND LABORER									2		2
UTILITIES COORDINATOR							1				1
VACTOR OPERATOR										6	6
WEIGHMASTER		1									1
TOTAL BUDGETED POSITIONS	8	22	15	8	15	43	77	12	84	207	491

# DEPARTMENTS



## BOARD OF ROAD COMMISSIONERS

The RCOC Board of Road Commissioners is the “legislative” body for the Road Commission. The three-member Board is responsible for the agency’s approximately 2,700 miles of roads and overseeing the creation and execution of the RCOC budget. Though the Road Commission is not part of Oakland County general government, and is an independent governmental agency, the Board members are appointed by the Oakland County Board of Commissioners. The Board of Road Commissioners serve staggered, six-year terms. The Board conducts public meetings twice monthly on Thursday mornings at RCOC’s Beverly Hills office.

## SUMMARY OF THE BUDGET

The Board of Road Commissioners’ current fiscal year budget reflects a 2.6% increase in the departmental budget from the previous fiscal year’s amended budget. This increase is primarily due to an increase in the annual cost for the state-mandated audit of the agency’s finances.

# 2023/24 Departments

## BOARD OF ROAD COMMISSIONERS-Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$47,184</b>	<b>\$47,000</b>	<b>\$47,000</b>	<b>\$47,000</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	20	250	250	250
	<b>20</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>Contracted Services</b>				
Audit	<b>104,700</b>	<b>105,000</b>	<b>105,000</b>	<b>110,000</b>
<b>Other Expenses</b>				
Travel	5,498	13,750	13,750	13,750
Awards-Employees & Retirees	20,301	28,000	28,000	28,000
	<b>25,800</b>	<b>41,750</b>	<b>41,750</b>	<b>41,750</b>
<b>TOTAL</b>	<b>\$177,703</b>	<b>\$194,000</b>	<b>\$194,000</b>	<b>\$199,000</b>

# 2023/24 Departments

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## BOARD OF ROAD COMMISSIONERS-Position and Salary Detail

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

## 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.

In addition to the Managing Director, the Managing Director's Office includes the Deputy Managing Director/County Highway Engineer, who oversees the technical activities of all RCOC departments; the Communications Office, which handles all communications, media relations, social media and website activities; and the Clerk's Office, which keeps all official records for the agency, tracks all monies coming to RCOC, handles advertising for projects and materials, processes all materials for the agency Board meetings and provides reception services for the agency's Beverly Hills office.

### What the Department Does

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.

## SUMMARY OF BUDGET

The Managing Director's current fiscal year budget reflects an increase of 7.6% compared to the previous year's amended budget, primarily due to salary adjustments.

## 2023/24 Departments

### OFFICE OF THE MANAGING DIRECTOR-Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$719,462</b>	<b>\$753,199</b>	<b>\$753,199</b>	<b>\$829,241</b>
<b>Supplies, Materials &amp; Parts</b>				
Postage	34,871	40,620	40,620	41,000
Stationery & Office Supplies	4,033	5,000	5,000	4,000
Books & Publications	3,900	2,700	2,700	3,623
Membership Fees & Dues	1,255	5,400	5,400	5,477
	<b>44,059</b>	<b>53,720</b>	<b>53,720</b>	<b>54,100</b>
<b>Contracted Services</b>				
Professional Services	<b>86,656</b>	<b>141,500</b>	<b>141,500</b>	<b>139,900</b>
<b>Other Expenses</b>				
Travel	9,314	10,000	10,000	10,000
Advertising	18,550	25,500	25,500	25,500
Training	296	1,000	1,000	1,000
	<b>28,160</b>	<b>36,500</b>	<b>36,500</b>	<b>36,500</b>
<b>TOTAL</b>	<b>\$878,337</b>	<b>\$984,919</b>	<b>\$984,919</b>	<b>\$1,059,741</b>

## 2023/24 Departments

### OFFICE OF THE MANAGING DIRECTOR Position and Salary Detail

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
Managing Director <sup>(1)</sup>	1	\$168,011	\$205,358	\$205,358
Deputy Managing Director/ County Highway Engineer	1	148,682	181,731	181,731
Manager, Communications	1	97,942	119,703	119,703
Communications Specialist & Legislative Liaison	1	66,895	81,772	81,772
Deputy Secretary/Clerk of the Board	1	61,372	75,017	75,017
Executive Administrative Assistant	1	51,655	63,145	63,145
Office Clerk	1	44,603	50,113	50,113
Commission Receptionist	1	37,795	42,402	42,402
	<b>8</b>			<b>819,241</b>
Overtime				10,000
<b>TOTAL SALARIES</b>				<b>\$829,241</b>

<sup>(1)</sup> The Managing Director is designated the statutory Deputy Secretary Clerk of the Board.

## 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 50,000 such citizen contacts annually. The DCS team answers questions or completes reports, which are forwarded to one of the operating departments for review and possible action. Upon receipt of the action, the team will follow up with the citizen as needed, providing a timely response to the citizen's request.

DCS administers RCOC's summer dust-control program for residents residing on local gravel roads, which encompass approximately 650 miles or more than 80% of the gravel road under RCOC's jurisdiction. DCS also administers the Adopt-A-Road clean-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 RCOC's jurisdiction. The department issues a variety of permits including:

- Commercial and private driveway permits.
- Overhead and underground utility work.
- Permits for overweight, oversized vehicles and house moves.
- Special haul routes.

DCS also 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 RCOC's external and internal customers. To accomplish this goal, the department is seeking new technologies which will offer many advantages to our customers, such as the ability to:

- Reduce response time to the external customer.
- Use online forms and electronic credit card payments to minimize in-person interaction.
- Facilitate the district meetings for townships and RCOC staff.

## ACHIEVEMENTS

The achievements of DCS in the past year include:

- Bluebeam software was implemented for electronic processing of commercial permit applications.
- Oxcart software system was launched for transportation applications.

## SUMMARY OF BUDGET

The Department of Customer Services' current fiscal year budget reflects a 9.1% increase over the previous fiscal year's amended budget. The increase is primarily due to salary adjustments.

## 2023/24 Departments

### DEPARTMENT OF CUSTOMER SERVICES-Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$1,384,513</b>	<b>\$1,491,577</b>	<b>\$1,491,577</b>	<b>\$1,622,018</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	8,159	9,950	9,950	9,950
Books & Publications	0	250	250	250
Membership Fees & Dues	490	600	600	600
Safety Control Expense	1,186	900	900	900
Uniform Expense	906	900	900	900
Road Materials (Adopt-A-Road)	1,868	2,900	2,900	2,900
Small Tools	1,304	1,500	1,500	1,500
	<b>13,912</b>	<b>17,000</b>	<b>17,000</b>	<b>17,000</b>
<b>Contracted Services</b>				
Maintenance Contracts	100,530	85,000	85,000	100,000
Map & Brochure Printing	5,092	0	0	0
	<b>105,622</b>	<b>85,000</b>	<b>85,000</b>	<b>100,000</b>
<b>Other Expenses</b>				
Travel	639	2,000	2,000	2,000
Training	334	3,000	3,000	3,000
	<b>973</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>TOTAL</b>	<b>\$1,505,020</b>	<b>\$1,598,577</b>	<b>\$1,598,577</b>	<b>\$1,744,018</b>

## 2023/24 Departments

### DEPARTMENT OF CUSTOMER SERVICES Position and Salary Detail

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
Director, Customer Services	1	\$120,674	\$147,496	\$147,496
Manager, Permits Engineer	1	108,715	132,879	132,879
Supervisor Engineering Inspection	2	61,372	75,017	150,034
Chief Weighmaster	1	73,585	89,936	89,936
Civil Engineer II	1	61,931	74,319	74,319
Engineering Inspector II	6	51,440	61,586	369,516
Office Coordinator	1	51,440	61,586	61,586
Weighmaster	1	51,440	61,586	61,586
Secretary	1	47,982	53,875	53,875
Customer Service Clerk	5	44,603	50,113	250,565
Office Clerk	2	44,603	50,113	100,226
	<b>22</b>			<b>1,492,018</b>
Overtime				130,000
<b>TOTAL SALARIES</b>				<b>\$1,622,018</b>

## FINANCE

The functions of the Finance Department are to plan, coordinate and administer all accounting, financial and budgetary functions of RCOC, including the preparation of the financial statements and Act 51 Report. Finance is responsible for the administration of RCOC's Three-Year Financial Plan, in which all department directors participate. In addition, Finance is 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, developing the financial operating software system and financial analysis of special projects to assist the Managing Director with decision making.

The Finance Department consists of the Accounting, Budget and Payroll/Pension divisions. The primary functions of each division are outlined below:

### Accounting

The Accounting Division is responsible for the daily processing of accounts payable, billing and cash receipts. The division ensures the accuracy and completeness of financial documentation and maintenance of the general ledgers. It also ensures that all governmental and Road Commission accounting guidelines are followed and prepares supporting documentation for all required audits.

### Budget and Road-Project Accounting

The Budget section prepares and administers RCOC's fiscal budget, including preparation of the budget document and the administration of appropriation transfers authorizing revisions to the budget. The division handles the accounting for the Road Improvement Program, the Traffic Signal Program and Special Assessment District paving projects (SADs), which includes billing local units of government for their agreed participation in road projects.

### Payroll/Pension

The Payroll and Pension section processes the bi-weekly payroll for active employees and the monthly payroll for retirees. It analyzes data to ensure that employees are paid correctly, and proper accounting of data is entered. It prepares benefit forecasts for employees interested in applying for retirement. In addition, the Payroll/Pension section works with auditors and actuaries to produce an annual retirement system audit and actuarial valuation.

Objectives and initiatives for the fiscal year include:

- Develop the financial operating system to further enhance payroll processing and reconciliation, project budgeting, billing, forecasting and reporting functionality.
- Create a process with the Clerk's Office that allows checks received by the Road Commission to be deposited by scan rather than by weekly delivery to the County Treasurer's Office.
- Work with other county road commission finance directors to partner on financial operating system software and process development.

Achievements from the previous year include:

- Development and implementation of the accounting structure and setup for RMS paperless time entry across each RCOC department.
- Processing of final accounting computations, billings and deposit refunds for multiple years' worth of completed Permit work.
- Secured a consultant for the RCOC Retirement System's 401A Plan and the Section 457 Deferred Compensation Plan to monitor performance and quality of investment offerings from the Plans' Investment Provider in comparison to its peers.

## SUMMARY OF BUDGET

The Finance Department's current fiscal year budget reflects an 18% increase from the previous year's amended budget, primarily due to increased retirement plan administration costs.

## 2023/24 Departments

### FINANCE -Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$1,001,888</b>	<b>\$1,047,886</b>	<b>\$1,047,886</b>	<b>\$1,243,384</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	9,770	10,000	12,630	7,550
Office Equipmnt/Furniture-Non Capital	0	600	600	1,000
Membership Fees & Dues	20	200	200	200
	<b>9,790</b>	<b>10,800</b>	<b>13,430</b>	<b>8,750</b>
<b>Contracted Services</b>				
Maintenance Contracts	3,439	0	0	0
Professional Services-Other	90	0	0	0
Retirement Administrative Expense	84,906	96,208	96,208	110,008
	<b>88,434</b>	<b>96,208</b>	<b>96,208</b>	<b>110,008</b>
<b>Other Expenses</b>				
Travel	4,139	4,800	4,800	6,700
Training	1,645	1,350	1,350	350
	<b>5,784</b>	<b>6,150</b>	<b>6,150</b>	<b>7,050</b>
<b>TOTAL</b>	<b>\$1,105,896</b>	<b>\$1,161,044</b>	<b>\$1,163,674</b>	<b>\$1,369,192</b>

## 2023/24 Departments

### FINANCE-Position and Salary Detail

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
Director, Finance	1	\$120,674	\$147,261	\$147,261
Manager, Accounting	1	97,942	119,703	119,703
Budget & Project Manager	1	97,942	119,703	119,703
Supervisor, Payroll & Pension	1	73,585	89,936	89,936
Accountant	5	61,931	74,319	371,595
Payroll Specialist	1	56,360	67,554	67,554
Payroll Aide	1	49,981	57,132	57,132
Account Clerk	4	47,982	53,875	215,500
	<b>15</b>			<b>1,188,384</b>
Overtime				55,000
<b>TOTAL SALARIES</b>				<b>\$1,243,384</b>

# 2023/2024 Departments

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## LEGAL

The Legal Department oversees RCOC's legal affairs, providing advice and assisting agency personnel as needed. The Risk Management Division addresses loss prevention and safety for employees and the public. Together, Legal/Risk also ensure agency compliance with law and Board policy.

The Legal Department manages any litigation and claims involving RCOC, as well as the drafting and reviewing of contracts involving RCOC. It also handles those duties governed by statute, such as the abandonment process, Freedom of Information Act (FOIA) requests and Open Meetings Act compliance.

The Risk Management Division handles agency insurance coverage, working with brokers on specific policies and managing the self-insurance program. The Risk Management Division also oversees the employee Wellness Program.

Staff level remains the same at three attorneys, two paralegals, one support staff member, Risk Management Program Coordinator and Safety Supervisor. Additionally, the Legal Department has moved to a new electronic case-management system to improve efficiencies and interdepartmental work. As one of the largest road commissions in the state, RCOC benefits economically and otherwise from the availability of in-house counsel to assist the agency and the public.

## SUMMARY OF BUDGET

The Legal Department fiscal year budget shows an 8% increase from last year's amended budget primarily due to salary increases.

## 2023/24 Departments

### LEGAL-Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$630,813</b>	<b>\$713,908</b>	<b>\$713,908</b>	<b>\$807,498</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	5,138	7,500	7,500	7,500
Books & Publications	4,468	10,000	10,000	8,000
Membership Fees & Dues	3,380	2,245	4,245	5,400
Safety Control	16,889	18,000	18,000	18,000
	<b>29,875</b>	<b>37,745</b>	<b>39,745</b>	<b>38,900</b>
<b>Contracted Services</b>				
Professional Services - Legal	34,743	60,000	84,000	60,000
	<b>34,743</b>	<b>60,000</b>	<b>84,000</b>	<b>60,000</b>
<b>Other Expenses</b>				
Travel	4,634	3,500	3,500	3,500
Training	2,250	3,600	3,600	3,600
	<b>6,884</b>	<b>7,100</b>	<b>7,100</b>	<b>7,100</b>
<b>TOTAL</b>	<b>\$702,315</b>	<b>\$818,753</b>	<b>\$844,753</b>	<b>\$913,498</b>

## 2023/24 Departments

### LEGAL-Position and Salary Detail

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
General Counsel	1	\$133,948	\$163,721	\$163,721
Deputy General Counsel	1	108,715	132,879	132,879
Assistant General Counsel	1	97,942	119,703	119,703
Supervisor, Risk Management	1	89,038	108,834	108,834
Safety Program Coordinator	1	80,943	98,936	98,936
Paralegal I	2	51,655	63,146	126,291
Administrative Assistant II	1	43,880	53,634	53,634
	<b>8</b>			<b>803,998</b>
Overtime				3,500
<b>TOTAL SALARIES</b>				<b>\$807,498</b>

## HUMAN RESOURCES

The Human Resources (HR) Department is responsible for providing centralized human resource services for all active employees as well as all retirees. The vision of the HR 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 review and planning, workforce planning, organizational analysis, talent acquisition and development and employee/labor relations. HR leads the way in identifying and assisting in the implementation of change initiatives at RCOC by partnering with all levels of management, forecasting/monitoring employment trends in the region, state and industry and evaluating the future needs and requirements of the workforce.

The HR Department services include, but are not limited to:

- Employee/Retiree Health & Welfare Benefit Management.
- Compensation Review, Planning and Management.
- Employee/Labor Relations Management.
- Talent Acquisition/Retention.
- Employee Organization Development.
- Employee and Retiree Resources Center.

The HR Department delivers quality services to employees and retirees by:

- Providing an HR department that is accessible, visible, approachable, credible and responsive.
- Building and maintaining strong working relationships across functional departments and with vendors.
- Identifying and providing supervisor workshop training, critical topic training and leadership training to build core competencies and develop future leaders.
- Building, providing and demonstrating strong, proactive employee and labor relations practices.
- Providing materials and communications to educate employees on benefits, services and costs.
- Remaining current on all legislative reforms.
- Implementing change with a balanced, methodic approach.
- Continuously reviewing and modifying recruiting materials and programs to maximize market presence and attention to employment opportunities while highlighting necessary education, skills and competencies to meet current and future needs of RCOC.
- Driving continuous improvement within the HR department's information technology system to streamline workflow and analyze trends.
- Maintaining audit processes and record-retention practices to ensure compliance with internal RCOC regulations and state / federal laws.
- Reviewing the performance appraisal process for inclusion of RCOC core competencies and overall process improvements.
- Reviewing, standardizing and updating department operational processes to drive consistency and create a department knowledge center.
- Executing HR programs & special projects as required, including any necessary modifications as a result of pandemic impact on work models.

Throughout fiscal year 2023/ 2024, the HR Department will continue to remain as agile as possible with the goal of adjusting to the ongoing needs of the workforce. The HR department remains a results-driven, focused team, striving to be innovative and creative in its approach and problem-solving opportunities.

## SUMMARY OF BUDGET

The 2023/2024 budget reflects 3% decrease from the previous fiscal years amended budget. This is due to salary increases offset by yet an undetermined need for additional funding for commercial driver's license training.

## 2023/24 Departments

### HUMAN RESOURCES-Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$1,074,133</b>	<b>\$1,572,498</b>	<b>\$1,572,498</b>	<b>\$1,709,079</b>
<b>Employee Benefits</b>				
Medical Exams	48,518	45,000	45,000	50,000
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	7,346	15,000	15,000	15,000
Books & Publications	180	500	500	500
Membership Fees & Dues	1,715	3,000	3,000	3,000
	<b>9,241</b>	<b>18,500</b>	<b>18,500</b>	<b>18,500</b>
<b>Contracted Services</b>				
Contracted Agency SVS	110,852	425,000	425,000	425,000
Software, Licenses, & Support	0	2,500	2,500	2,500
Technology Services	2,564	6,834	6,834	7,767
Labor Relations	54,183	95,600	95,600	95,600
Professional Svc-Employee Assist.	19,642	21,750	21,750	21,750
Professional Services-Other	134,930	30,000	65,000	30,000
	<b>322,171</b>	<b>581,684</b>	<b>616,684</b>	<b>582,617</b>
<b>Other Expenses</b>				
Travel	843	14,500	14,500	14,500
Advertising	13,040	15,972	15,972	17,569
Training	122,857	57,000	227,000	57,000
	<b>136,740</b>	<b>87,472</b>	<b>257,472</b>	<b>89,069</b>
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>6,600</b>	<b>0</b>
<b>TOTAL</b>	<b>\$1,590,802</b>	<b>\$2,305,154</b>	<b>\$2,516,754</b>	<b>\$2,449,265</b>

## 2023/24 Departments

### HUMAN RESOURCES-Position and Salary Detail

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
Director, Human Resources	1	\$120,674	\$147,496	\$147,496
Manager, Labor & Employee Relations	1	97,942	119,703	119,703
Benefits & Compensation Supervisor	1	97,942	119,703	119,703
Human Resource Specialist-Benefits	1	73,585	89,936	89,936
Human Resource Specialist-Talent Acquisition	1	66,895	81,772	81,772
Human Resource Specialist-Training & Development	1	66,895	81,772	81,772
HRIS & HR Programs Coordinator	1	56,304	68,825	68,825
Civil Engineer I - Development Program	4	51,440	61,586	246,344
Inspector I/Tech I - Development Program	4	49,981	57,132	228,528
	<b>15</b>			<b>1,184,079</b>
Overtime				100,000
Seasonal				425,000
<b>TOTAL SALARIES</b>				<b>\$1,709,079</b>

## CENTRAL OPERATIONS

The Central Operations Department (COD) provides several services primarily targeted at internal audiences. These services include purchasing, fleet maintenance and building and grounds maintenance, which are each handled by distinct divisions of the department.

Below are descriptions of each of the COD Divisions:

### Purchasing

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

The Purchasing division handles the procurement of virtually all services, equipment and materials needed by RCOC personnel. Annual purchase volume for the agency is approximately \$17 million. The Purchasing Division administers the agency's procurement card program and provides work-related travel and hotel arrangements for all RCOC personnel.

Inventory Control maintains a stock of commonly used parts and supplies. The stockroom staff delivers interoffice mail and supply orders throughout the agency daily.

### Fleet Maintenance

Fleet Maintenance, also known as District 6, is responsible for the repair and maintenance of more than 1,000 pieces of equipment including trucks, pickups, vans, sedans, graders, plows, trailers, excavators, spreaders, mowers, saws and aerial equipment. The division also provides wrecker services to agency vehicles and coordinates the periodic auction of used equipment.

### Buildings and Grounds

Buildings and Grounds, also known as District 9, is responsible for maintaining all RCOC facilities including heating and air conditioning as well as the agency's security service, utilities and storage facilities for salt, brine, gasoline, diesel fuel, etc.

## NEW IN THIS YEAR'S BUDGET

- Upgrade/repair fencing at all locations.
- Roof replacement on sand sheds in Lake Orion and Milford.
- Construct a vector disposal station at the Southfield facility.
- Replace wastewater tanks in Milford and Davisburg.
- Fuel tank replacement.

## ACHIEVEMENTS

COD recently completed the following major projects:

- Renovated Testing Lab offices and equipment.
- Replaced generator in Milford.

## 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 shows a 35.5% decrease from the previous year's amended budget primarily due to building improvements that have been completed.

## 2023/24 Departments

### CENTRAL OPERATIONS -Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$2,760,340</b>	<b>\$3,108,153</b>	<b>\$3,108,153</b>	<b>\$3,426,965</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	10,082	10,000	10,000	10,000
Office Equip/Furn-Non Capital	4,218	7,000	7,000	7,000
Books & Publications	0	200	200	200
Membership Fees & Dues	1,479	1,600	1,600	1,600
Janitorial & Restroom Supplies	73,589	50,000	50,000	75,000
Safety Control Expense	13,027	12,000	12,000	12,000
Garage Expense	42,149	75,000	75,000	35,000
Parts, Supplies and Freight	2,326,150	1,939,000	1,939,000	1,967,700
Gas	589,658	741,000	741,000	759,511
Diesel Fuel	1,526,711	2,800,000	2,800,000	2,869,931
Oil	138,450	120,000	120,000	123,083
Small Tools (Garage & Road)	59,462	40,000	115,000	40,000
	<b>4,784,977</b>	<b>5,795,800</b>	<b>5,870,800</b>	<b>5,901,025</b>
<b>Contracted Services</b>				
Maintenance Contracts	276,049	125,000	125,000	125,000
Laundry Expenses	9,996	10,000	10,000	10,000
Professional Services	10,283	15,000	15,000	15,000
Security Services	186,038	250,000	250,000	250,000
Fire Suppression Services	17,432	10,700	10,700	18,000
Car Washing	7,177	7,000	7,000	7,000
Disposal of Harzardous Waste	29,865	25,000	25,000	25,000
	<b>536,839</b>	<b>442,700</b>	<b>442,700</b>	<b>450,000</b>

## 2023/24 Departments

### CENTRAL OPERATIONS -Account Details(Continued)

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Other Expenses</b>				
Travel	\$3,712	\$5,500	\$5,500	\$5,500
Training	608	4,000	4,000	4,000
Maint Contract Office Equip	11,306	25,000	25,000	25,000
	<b>15,626</b>	<b>34,500</b>	<b>34,500</b>	<b>34,500</b>
<b>Utilities</b>				
Electrical	227,035	300,000	300,000	300,000
Heat	190,464	175,000	175,000	260,000
Water	33,009	56,466	56,466	58,160
	<b>450,508</b>	<b>531,466</b>	<b>531,466</b>	<b>618,160</b>
<b>Repair/Maintenance</b>				
Building Maintenance	415,477	400,000	400,000	400,000
Garage Equipment Repair	7,548	25,000	25,000	25,000
Grounds Maintenance	18,880	10,000	10,000	10,000
Repair to Fuel Equipment	35,492	60,000	60,000	60,000
Road & General Eqpt Repair	663,577	700,000	700,000	700,000
	<b>1,140,973</b>	<b>1,195,000</b>	<b>1,195,000</b>	<b>1,195,000</b>
<b>Capital Outlay</b>				
Land & Improvement	177,994	170,000	1,545,115	200,000
Buildings	2,303,323	5,245,000	6,360,105	180,000
Road Equipment	145,745	465,300	1,744,203	561,045
Shop Equipment	23,220	0	92,550	0
Storage Facilities	0	300,000	300,000	1,150,000
Office Equipment	40,537	9,000	71,613	9,000
	<b>2,690,818</b>	<b>6,189,300</b>	<b>10,113,586</b>	<b>2,100,045</b>
<b>TOTAL</b>	<b>\$12,380,081</b>	<b>\$17,296,919</b>	<b>\$21,296,205</b>	<b>\$13,725,695</b>

## 2023/24 Departments

### CENTRAL OPERATIONS-Position and Salary Detail

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
Division: Office of the Director				
Director, Central Operations	1	\$120,674	\$147,496	\$147,496
Equipment Repair Superintendent	1	89,038	108,834	108,834
Fleet Manager	1	80,943	98,936	98,936
Secretary	1	47,982	53,875	53,875
	<b>4</b>			<b>409,141</b>
Overtime				10,000
<b>TOTAL SALARIES</b>				<b>\$419,141</b>
Division: Purchasing				
Manager, Inventory Control	1	\$80,943	\$98,936	\$98,936
Purchasing Agent	2	56,360	67,554	135,108
Storekeeper	2	57,408	58,074	116,148
Stock Clerk	2	55,016	55,647	111,294
Account Clerk	1	47,982	53,875	53,875
	<b>8</b>			<b>515,361</b>
Overtime				9,950
<b>TOTAL SALARIES</b>				<b>\$525,311</b>
Division: Fleet Maintenance				
Equipment Repair Superintendent	1	\$89,038	\$108,834	\$108,834
Skilled Foreperson	2	73,570	82,986	165,972
Mechanic	16	62,941	63,664	1,018,624
Mechanic New Hire	2	56,618	63,664	127,328
Tire Repair	1	56,618	57,273	57,273
Laborer II	1	53,477	54,087	54,087
District Clerk	1	44,603	50,113	50,113
	<b>24</b>			<b>1,582,231</b>
Overtime				400,000
<b>TOTAL SALARIES</b>				<b>\$1,982,231</b>
Division: District #9 Building and Grounds				
District Superintendent	1	\$89,038	\$108,834	\$108,834
Crew Leader	1	60,757	61,455	61,455
Building Maintenance Laborer	3	56,618	57,273	171,819
Laborer II	2	53,477	54,087	108,174
	<b>7</b>			<b>450,282</b>
Overtime				50,000
<b>TOTAL SALARIES</b>				<b>\$500,282</b>

# 2023/24 Departments

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## ENGINEERING

The Engineering Department's key purpose is to deliver road and bridge improvement projects as outlined in the agency's Road Improvement Program. The Road Improvement Program includes road reconstruction projects, safety intersection projects, pave-gravel projects, bridge and culvert projects and special-assessment district subdivision paving projects. The department consists of five divisions: Programming, Design, Right of Way, Construction and Subdivision Improvement & Development (SID).

### Programming Division

The Programming Division identifies funding sources for road improvement projects identified by the agency. This can include federal, state and local funding sources. It also annually supports the Pavement Surface Evaluation Ratings (PASER) of RCOC's roadways and oversees the routine inspections of over 400 bridges and culverts to prioritize road and bridge/culvert improvement projects. In addition, the Programming Division administers the Tri-Party Program.

### Design Division

The Design Division designs and coordinates all projects as programmed in the Road Improvement Program. Projects are engineered by a combination of RCOC staff and engineering consultant teams. The Design Division is responsible for ensuring all projects comply with requirements from the Michigan Department of Transportation (MDOT); the Michigan Department of Environment, Great Lakes, and Energy (EGLE); the U.S. Fish and Wildlife Services; the U.S. Environmental Protection Agency (EPA); and the Federal Highway Administration (FHWA) as appropriate. The Design Division identifies necessary temporary and permanent right of way acquisitions needed to deliver the project.

### Right of way Division

As right of way acquisitions are identified by the Design Division, the Right of Way Division appraises the property and sends property owners the estimated just compensation for project impacts in accordance with state and federal regulations. The division then negotiates right of way purchases and certifies those purchases.

### Construction Division

The Construction Division administers all construction contracts and oversees RCOC road construction projects. Project engineers and inspectors are assigned to manage these tasks. This includes providing quality assurance for construction materials, contractor workmanship and construction activities. Construction is equipped with its own certified materials laboratory to determine acceptability of construction materials.

### Subdivision Improvement and Development (SID) Division

The SID Division has three major areas of responsibility for public subdivision streets in Oakland County townships: Administering the acceptance of new roads constructed by developers, improving existing streets via the Special Assessment District process governed by Public Act 246 of 1931 and administering the conversions of private to public roads when initiated by a community.

## NEW IN THIS YEAR'S BUDGET

The Engineering Department's budget includes the replacement of existing, worn land surveying equipment and materials lab equipment.

## SUMMARY OF BUDGET

The Engineering Department's current year's budget increased 10.5% over the previous year's amended budget primarily due to salary increases.

## 2023/24 Departments

### ENGINEERING - Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$4,842,477</b>	<b>\$5,850,599</b>	<b>\$5,850,599</b>	<b>\$6,637,425</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	29,102	28,760	28,760	31,420
Office Equipmt/Furniture-Non Capital	5,770	4,000	4,000	4,000
Books & Publications	1,979	2,000	2,000	2,000
Membership Fees & Dues	6,724	9,870	9,870	8,835
Safety Control Expense	3,024	1,500	1,500	1,500
Small Tools	27,471	34,400	34,400	29,900
	<b>74,069</b>	<b>80,530</b>	<b>80,530</b>	<b>77,655</b>
<b>Contracted Services</b>				
S.A.D. Projects Admin.	0	10,000	10,000	0
Professional Services	25,567	34,400	34,400	44,750
	<b>25,567</b>	<b>44,400</b>	<b>44,400</b>	<b>44,750</b>
<b>Other Expenses</b>				
Travel	8,187	8,100	8,100	9,600
Training	25,106	31,970	31,970	32,995
	<b>33,293</b>	<b>40,070</b>	<b>40,070</b>	<b>42,595</b>
<b>Capital Outlay</b>				
Engineering Equipment	146,972	0	290,000	163,300
	<b>146,972</b>	<b>0</b>	<b>290,000</b>	<b>163,300</b>
<b>TOTAL</b>	<b>\$5,122,378</b>	<b>\$6,015,599</b>	<b>\$6,305,599</b>	<b>\$6,965,725</b>

## 2023/24 Departments

### ENGINEERING -Position and Salary Detail

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
<b>Division: Office of the Director</b>				
Director, Engineering	1	\$133,948	\$163,721	\$163,721
Secretary	1	47,982	53,875	53,875
	<b>2</b>			<b>217,596</b>
Overtime				1,000
<b>TOTAL SALARIES</b>				<b>\$218,596</b>
<b>Division: Right of Way</b>				
Manager, Right-of-Way	1	\$97,942	\$119,703	\$119,703
Right-of-Way Appraiser	1	66,895	81,772	81,772
Engineering Technician III	1	61,372	75,017	75,017
Right-of-Way Agent	1	59,418	71,273	71,273
Engineering Technician II	1	51,440	61,586	61,586
Engineering Aide	1	49,981	57,132	57,132
	<b>6</b>			<b>466,483</b>
Overtime				25,000
<b>TOTAL SALARIES</b>				<b>\$491,483</b>
<b>Division: Subdivision Improvement and Development</b>				
Manager, Subdivision Improvement	1	\$97,942	\$119,703	\$119,703
Supervisor, Engineering Inspection	2	61,372	75,017	150,034
Civil Engineer I/II	1	51,440	74,319	74,319
Special Assessment Analyst	1	56,360	67,554	67,554
Engineering Technician II	3	51,440	61,586	184,758
Office Clerk	1	44,603	50,113	50,113
	<b>9</b>			<b>646,481</b>
Overtime				126,000
<b>TOTAL SALARIES</b>				<b>\$772,481</b>
<b>Division: Design</b>				
Manager, Design Engineer	1	\$108,715	\$132,879	\$132,879
Supervisor, Project Engineering	4	89,038	108,834	435,336
Supervisor, Survey Crew	1	66,895	81,772	81,772
Engineering Technician III	1	61,372	75,017	75,017
Civil Engineer II	2	61,931	74,319	148,638
Civil Engineer I/II	1	51,440	74,319	74,319
Engineering Technician II	3	51,440	61,586	184,758
Engineering Technician I	1	49,981	57,132	57,132
Instrument Operator	1	49,981	57,132	57,132
Survey Assistant	1	40,775	45,764	45,764
	<b>16</b>			<b>1,292,747</b>
Overtime				145,000
<b>TOTAL SALARIES</b>				<b>\$1,437,747</b>

## 2023/24 Departments

### ENGINEERING - Position and Salary Detail(Continued)

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
Division: Construction				
Manager, Construction Engineer	1	\$108,715	\$132,879	\$132,879
Supervisor, Project Engineering	4	89,038	108,834	435,336
Supervisor, Survey Crew	3	66,895	81,772	245,316
Supervisor, Engineering Inspection	3	61,372	75,017	225,051
Civil Engineer II	1	61,931	74,319	74,319
Utilities Coordinator	1	56,360	67,554	67,554
Engineering Inspector II	20	51,440	61,586	1,231,720
Engineering Aide	2	49,981	57,132	114,264
Instrument Operator	3	49,981	57,132	171,396
Survey Assistant	2	40,775	45,764	91,528
	<b>40</b>			<b>2,789,363</b>
Overtime				568,500
<b>TOTAL SALARIES</b>				<b>\$3,357,863</b>
Division: Programming				
Project Development Manager	1	\$97,942	\$119,703	\$119,703
Supervisor, Project Engineering	1	89,038	108,834	108,834
Engineering Technician II	1	51,440	61,586	61,586
Engineering Aide	1	49,981	57,132	57,132
	<b>4</b>			<b>347,255</b>
Overtime				12,000
<b>TOTAL SALARIES</b>				<b>\$359,255</b>

## PLANNING AND ENVIRONMENTAL CONCERNS

The Planning and Environmental Concerns Department has three divisions: Transportation Planning, Environmental Concerns and Information Technology. Transportation Planning provides technical and administrative assistance to RCOC in the areas of transportation research, evaluation, funding and planning; Environmental Concerns is responsible for providing environmental services and guidance to RCOC's operating departments; and Information Technology provides support for all RCOC network infrastructure, application software and electronic communication used throughout the agency.

### Transportation Planning

The Transportation Planning division is responsible for Asset Management, analyzing crash data, coordinating the agency's biennial strategic planning meetings with all communities in the county, evaluating proposed legislative action regarding transportation, conducting road safety audits, applying for and managing federal grants and participating in multiple safety-related transportation-planning groups and committees.

### Environmental Concerns

The Environmental Concerns division is responsible for providing compliance strategies for numerous environmental laws and regulations such as stormwater, hazardous chemicals, waste management, soil erosion control, wetlands, historic properties, tribal communities and threatened and endangered species. The division also consults with state, county and local governments regarding environmental protection, manages the Natural Beauty Road program, governs the agency's Geographic Information System, prepares Environmental Assessments and oversees RCOC's invasive-species program.

### Information Technology

The Information Technology division is responsible for all software installation and management, technical support, purchasing, repairs and troubleshooting on all computers, servers and network infrastructure and management of RCOC's desktop and mobile phone system, including data communications. The Division is also responsible for support of the agency's enterprise software, Precision, as well as assisting with training for computer and software usage, advancing acquisition of new software programs for each department and agency-wide applications, along with overseeing the agency's cybersecurity and firewall infrastructure.

### Budget Changes

The major change in this year's budget includes a budget for the first year of the new computer replacement program (year one of five).

## SUMMARY OF BUDGET

The Planning and Environmental Concerns Department's current fiscal year budget reflects a 2% increase in the departmental budget from the previous year's amended budget. The increase is primarily due to salary adjustments.

## 2023/24 Departments

### PLANNING & ENVIRONMENTAL CONCERNS - Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$905,546</b>	<b>\$1,003,638</b>	<b>\$1,003,638</b>	<b>\$1,162,697</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	4,862	8,000	8,000	8,000
Computers-Non Capital	40,674	8,250	26,925	110,000
Software-Non Capital	85	3,000	4,325	4,000
Membership Fees & Dues	504	800	800	1,100
Data Processing Supplies	11,721	16,000	16,000	15,000
	<b>57,845</b>	<b>36,050</b>	<b>56,050</b>	<b>138,100</b>
<b>Contracted Services</b>				
Audit-Network Security	0	0	0	11,000
Software, Licenses & Support	630,589	648,900	648,900	712,500
Technology Services	15,234	38,000	38,000	35,500
Professional Svc Traffic Improv Assoc.	142,000	145,000	145,000	145,000
Professional Serv/Printing Strategic	2,570	0	0	3,000
Prof Svc-Invasive Specie Control	25,000	25,000	25,000	25,000
Professional Services Other	7,101	47,000	47,000	0
	<b>822,495</b>	<b>903,900</b>	<b>903,900</b>	<b>932,000</b>
<b>Other Expenses</b>				
Travel	9,839	18,000	21,000	19,500
Training	13,404	10,400	10,400	16,900
	<b>23,243</b>	<b>28,400</b>	<b>31,400</b>	<b>36,400</b>
<b>Utilities</b>				
Telephone	316,791	445,000	445,000	405,000
	<b>316,791</b>	<b>445,000</b>	<b>445,000</b>	<b>405,000</b>
<b>Capital Outlay</b>				
Office Equipment	385,811	330,000	460,500	280,000
	<b>385,811</b>	<b>330,000</b>	<b>460,500</b>	<b>280,000</b>
<b>TOTAL</b>	<b>\$2,511,731</b>	<b>\$2,746,988</b>	<b>\$2,900,488</b>	<b>\$2,954,197</b>

## 2023/24 Departments

### PLANNING AND ENVIRONMENTAL CONCERNS Position and Salary Detail

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
Director, Planning & Environmental Concerns	1	\$120,674	\$147,496	\$147,496
Manager, Transportation Planning	1	97,942	119,703	\$119,703
Information Technology Software Applications Manager	1	97,942	119,703	119,703
Supervisor, Information Technology Network	1	97,942	119,703	119,703
Manager, Environmental Concerns	1	89,038	108,834	108,834
Planner III	1	73,585	89,936	89,936
GIS Supervisor	1	73,585	89,936	89,936
Environmentalist II	1	61,931	74,319	74,319
Planner II	1	61,931	74,319	74,319
Computer Programmer II	1	61,931	74,319	74,319
Computer Technician	1	56,360	67,554	67,554
Information Systems Clerk	1	47,982	53,875	53,875
	<b>12</b>			<b>1,139,697</b>
Overtime				23,000
<b>TOTAL SALARIES</b>				<b>\$1,162,697</b>

# 2023/24 Departments

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## TRAFFIC-SAFETY

The Traffic-Safety Department consists of the Traffic Engineering Division, Signal Systems Division, District 7 (Traffic Signs and Guardrail) and District 8 (Traffic Signals and other Electrical Devices). The primary functions of each division within the department are outlined below:

**Traffic Engineering Division:** Activities include collecting and analyzing traffic data, traffic accident information and overseeing collection of volume and intersection counts, speed and gap studies and other special counts. Traffic data collection is used for analysis in the Annual Safety Review of paved intersections, paved links and gravel roads. The division is also responsible for reviewing permits, providing permanent construction and detour signing plans, providing engineering diagrams for traffic signs and guardrails on the county road system and inspecting contractor work for signing and pavement markings.

**Signal Systems Division:** Activities include scheduling and engineering services for the installation of electrical devices in the Traffic Signal Program, inspecting contractor work for traffic signal installation and projects, traffic signal re-timings and keeping up to date on technology advancements for Connected Vehicle and Intelligent Transportation Systems (ITS) projects. The largest ongoing ITS project included in RCOC's advanced-technology traffic program, known as Faster and Safer Travel through Traffic Routing & Advanced Controls (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 Operations Center.

**District 7 (Sign Shop):** Activities include the fabrication, installation and maintenance of traffic signs and attenuators on the county and MDOT road systems; the installation and maintenance of guardrail and cedar posts on the county road system; and detour and staging signing on county road projects.

**District 8 (Electrical):** Activities include maintaining more than 1,800 traffic signals and electrical devices in Oakland County on county, MDOT and most city road systems. New traffic signals, sign and school zone systems, as well as other electrical devices, are installed as needed. Other tasks include replacing obsolete equipment, keeping up on technology advances and assisting in deployment of FAST-TRAC and Connect Vehicle projects.

. Objectives and initiatives for the fiscal year include:

- The modernization of approximately 10 traffic signals which includes installing box spans and backplates with reflective striping to provide improved visibility and improved safety for motorists.
- Ongoing upgrades to signs to ensure compliance with reflectivity standards mandated by the Federal Highway Administration (FHWA).
- Utilization of the Sign Management System by staff to track sign locations and maintenance history.
- Creation of a new Traffic Signal System Database for field staff use to track troubleshooting history and to track all equipment located at each traffic signal or electrical device.
- Partnering with MDOT, various groups and agencies on Connected Vehicle initiatives.
- Equipment scheduled to be purchased includes one sign boom truck, one post pounder and two crash trucks with truck mounted attenuators and associated radio equipment.

A few achievements from the previous year include:

- Modernizing/installing eight electrical devices, including traffic signals and sign flashers.
- Upgrading of more than 1,500 signs to meet reflectivity standards.
- Maintaining and repairing of more than 2,600 feet of guardrail.

## SUMMARY OF BUDGET

The current Traffic Safety Department budget reflects a 40% decrease from the previous year's amended budget primarily due to signal maintenance contracts and road equipment.

## 2023/24 Departments

### TRAFFIC SAFETY - Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$4,896,937</b>	<b>\$6,137,272</b>	<b>\$6,137,272</b>	<b>\$6,494,426</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	13,543	20,000	20,000	20,000
Books & Publications	0	500	500	500
Membership Fees & Dues	1,155	1,250	1,250	1,250
Safety Control Expense	24,283	40,000	40,000	40,000
Materials-Electric Install/Modernize	636,883	1,350,000	1,350,000	1,410,000
Parts & Supplies	0	500	500	0
Signs & Materials	339,263	420,750	551,441	305,250
Guardrail & Misc.	248,784	200,000	200,000	200,000
Attenuator	24,740	80,000	80,000	80,000
Other Road Materials	1,382	1,000	1,000	500
Small Tools	54,499	55,000	55,000	50,000
	<b>1,344,532</b>	<b>2,169,000</b>	<b>2,299,691</b>	<b>2,107,500</b>
<b>Contracted Services</b>				
Maintenance Contracts	6,185,294	5,531,500	14,968,076	5,602,500
Outside Equipment Rental	0	15,000	15,000	5,000
TOC Operations (prev Signal Project)	659,624	725,000	725,000	725,000
	<b>6,844,917</b>	<b>6,271,500</b>	<b>15,708,076</b>	<b>6,332,500</b>
<b>Other Expenses</b>				
Travel	17,068	15,000	15,000	15,000
Training	1,853	10,000	10,000	10,000
Special Training-District 8	6,812	14,000	21,188	14,000
	<b>25,734</b>	<b>39,000</b>	<b>46,188</b>	<b>39,000</b>
<b>Utilities</b>				
Street Lighting Utilities	20,686	21,648	21,648	21,648
Traffic Signal Utilities	665,473	677,000	677,000	690,540
Signal Communication Utility	487,936	700,000	700,000	700,000
	<b>1,174,095</b>	<b>1,398,648</b>	<b>1,398,648</b>	<b>1,412,188</b>
<b>Repair/Maintenance</b>				
Radio Communication & Repair	2,464	5,000	5,000	5,000
Road & General Equipment Repair	870	5,000	5,000	5,000
	<b>3,334</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Capital Outlay</b>				
Road Equipment	104,137	803,385	3,093,369	887,911
Office Equipment	7,919	0	48,954	0
	<b>112,055</b>	<b>803,385</b>	<b>3,142,323</b>	<b>887,911</b>
<b>TOTAL</b>	<b>\$14,401,604</b>	<b>\$16,828,805</b>	<b>\$28,742,198</b>	<b>\$17,283,525</b>

## 2023/24 Departments

### TRAFFIC SAFETY - Position and Salary Detail

Classification	Budgeted Positions	Salary		Salary Appropriation
		Minimum	Maximum	
<b>Division: Office of the Director</b>				
Director, Traffic Safety	1	\$133,948	\$163,721	\$163,721
Secretary	1	47,982	53,875	53,875
	<b>2</b>			<b>217,596</b>
Overtime				1,000
<b>TOTAL SALARIES</b>				<b>\$218,596</b>
<b>Division: TS Engineering</b>				
Manager, Traffic Safety Engineer	1	\$108,715	\$132,879	\$132,879
Supervisor, Project Engineering	2	89,038	108,834	217,668
Civil Engineer II	1	61,931	74,319	74,319
Traffic Operations Technician	1	56,360	67,554	67,554
Engineering Technician II	5	51,440	61,586	307,930
	<b>10</b>			<b>800,350</b>
Overtime				70,000
<b>TOTAL SALARIES</b>				<b>\$870,350</b>
<b>Division: TS Signal Systems</b>				
Manager, Signal Systems Engineering	1	\$108,715	\$132,879	\$132,879
Supervisor, Project Engineering	2	89,038	108,834	217,668
Supervisor, Electrical Technician	1	66,895	81,772	81,772
Civil Engineer II	4	61,931	74,319	297,276
Electrical Technician II	4	56,360	67,554	270,216
Engineering Technician II	1	51,440	61,586	61,586
Account Clerk	1	47,982	53,875	53,875
	<b>14</b>			<b>1,115,272</b>
Overtime				80,000
<b>TOTAL SALARIES</b>				<b>\$1,195,272</b>

## 2023/24 Departments

### TRAFFIC SAFETY - Position and Salary Detail(Continued)

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
Division: TS District #7 Sign Shop				
District Superintendent	1	\$89,038	\$108,834	\$108,834
Foreperson	2	79,040	80,073	160,146
Auger Operator	2	60,757	61,455	122,910
Sign Fabricator	1	57,408	58,074	58,074
Sign Truck Driver	7	57,408	58,074	406,518
Guardrail Installer	3	56,618	57,273	171,819
Street Sign Fabricator	1	56,618	57,273	57,273
Laborer II	10	53,477	54,087	540,870
Office Clerk	1	44,603	50,113	50,113
	<b>28</b>			<b>1,676,557</b>
Overtime				130,000
<b>TOTAL SALARIES</b>				<b>\$1,806,557</b>
Division: TS District #8 Electrical Services				
District Superintendent	1	\$89,038	\$108,834	\$108,834
Skilled Foreperson	3	73,570	82,986	248,958
Electrician w/State Master Electrical License	5	65,146	68,152	340,760
ITS Technician w/State Master License	1	65,146	68,152	68,152
Solid State Electrician	1	62,941	63,664	63,664
Traffic Signal Technician	16	62,941	63,664	1,018,624
Underground Laborer	2	56,618	57,273	114,546
Office Clerk	1	44,603	50,113	50,113
	<b>30</b>			<b>2,013,651</b>
Overtime				390,000
<b>TOTAL SALARIES</b>				<b>\$2,403,651</b>

## HIGHWAY MAINTENANCE

The Highway Maintenance Department is responsible for maintaining the largest county road system in Michigan in a reasonably safe and convenient condition. It also maintains all state highways in the county under contract with MDOT (roads with an “I”, “M” or “US” in the name, such as I-75, I-696, M-1 or US 24). Road maintenance involves a wide variety of activities, for example pothole patching, simple resurfacing of asphalt roads, plowing and salting to remove snow and ice, maintaining proper drainage within and along RCOC roads, as well as many more activities. Highway Maintenance is the largest department at RCOC with a full-time staff of approximately 207 employees. The department works out of six facilities strategically located throughout Oakland County as well as headquarters offices at RCOC’s PVR Service Center.

The Highway Maintenance Department’s 2024 Budget is consistent with the previous year’s budget.

The following are the six Highway Maintenance Department facilities (garages):

- District 1 Milford
- District 2 Davisburg
- District 3 Lake Orion
- District 4 Waterford
- District 4S Southfield
- District 4T Troy

With Oakland County being a diverse county, ranging from urban to rural areas, the Highway Maintenance Department’s employees perform a wide range of routine maintenance activities on paved (concrete and asphalt) roads as well as on gravel roads. In addition to the tasks listed above, these activities include maintaining open ditches as well as closed storm drains to provide adequate drainage along RCOC roads. The department also provides dust control for the gravel roads, tree and brush removal and drainage structure cleaning.

The department will also contract out preservation and preventative maintenance work with companies that specialize in maintenance and construction work, such as Preservation Overlays (simple resurfacing) or Full Depth Concrete Patching, which are the department’s largest contracts. The department also contracts with companies that can take on major maintenance projects that RCOC crews are not equipped to perform, such as large or deep culvert removal and replacements. A few other major activities that are contracted out are:

- Curb sweeping and drainage structure cleaning.
- Spot Resurfacing (resurfacing short sections of road) with Hot Mix Asphalt (HMA).
- Tree removal (trees 18 inches in diameter or larger).
- Joint and crack sealing.

The 2023 Highway Maintenance Department budget allowed for the resurfacing of nearly 40 two-lane miles of road, Spot Resurfacing of more than 45,000 square yards of pavement with asphalt and Concrete Patching of more than 15,000 square yards of roadway.

## SUMMARY OF BUDGET

The Highway Maintenance Department’s current fiscal year budget reflects a 31.6% decrease from the previous fiscal year’s amended budget. This decrease is primarily due to reductions in road equipment purchases and maintenance contract costs.

## 2023/24 Departments

### HIGHWAY MAINTENANCE-Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
<b>Salaries</b>	<b>\$11,978,248</b>	<b>\$14,318,154</b>	<b>\$14,318,154</b>	<b>\$14,975,474</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	34,469	35,000	35,000	35,000
Office Equipmt/Furn-Non Capital	209	0	0	0
Computers(Non- Capital	634	0	8,366	0
Membership Fees & Dues	472	1,000	1,000	1,000
Safety Control Expense	44,717	35,000	35,000	35,000
Brine Well	214,872	200,000	200,000	200,000
Barricades	0	3,000	3,000	3,000
Shop Equipment-Non Capital	1,404		0	0
Gravel	129,340	220,000	220,000	200,000
Cold Patch	518,283	50,000	50,000	500,000
Salt, Sand & Chloride	3,801,783	4,400,000	4,400,000	4,050,000
Patching Material	513,080	800,000	800,000	500,000
Rap (Slag)	51,242	25,000	25,000	25,000
Signs & Materials	279	25,000	25,000	25,000
Other Road Materials	430,244	340,000	340,000	400,000
Small Tools - Road	42,586	35,000	35,000	35,000
	<b>5,783,612</b>	<b>6,169,000</b>	<b>6,177,366</b>	<b>6,009,000</b>
<b>Contracted Services</b>				
Maintenance Contracts	16,548,360	12,296,191	18,229,061	9,677,984
Prof Services-Fleet Mgmt	47,215	130,000	130,000	130,000
Weather Forecast Service	31,490	33,000	33,000	35,000
Outside Equipment Rental	132,163	200,000	200,000	192,000
Local Maintenance Contracts	1,746,986	1,666,270	1,666,270	1,690,513
Disposal of Hazardous Waste	106,913	100,000	100,000	100,000
	<b>18,613,127</b>	<b>14,425,461</b>	<b>20,358,331</b>	<b>11,825,497</b>
<b>Other Expenses</b>				
Travel	\$3,736	\$10,700	\$10,700	10,700
Training	9,469	13,000	13,000	13,000
	<b>13,205</b>	<b>23,700</b>	<b>23,700</b>	<b>23,700</b>
<b>Repair/Maintenance</b>				
Outside Equipment Repairs	0	5,000	5,000	5,000
	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Capital Outlay</b>				
Road Equipment	964,903	5,828,900	15,609,184	5,887,850
Shop Equipment	0	60,000	109,735	0
	<b>964,903</b>	<b>5,888,900</b>	<b>15,718,919</b>	<b>5,887,850</b>
<b>TOTAL</b>	<b>\$37,353,095</b>	<b>\$40,830,215</b>	<b>\$56,601,470</b>	<b>\$38,726,521</b>

## 2023/24 Departments

### HIGHWAY MAINTENANCE-Position and Salary Detail

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
Division: Office of the Director				
Director, Highway Maintenance	1	\$133,948	\$163,721	\$163,721
Manager, Maintenance Operations Engineer	1	108,715	132,879	132,879
Supervisor, Project Engineering	1	89,038	108,834	108,834
Supervisor, Forestry & Contract Administrator	1	89,038	108,834	108,834
District Superintendent, Training	1	80,943	98,936	98,936
Brine Well Field Specialist	1	66,895	81,772	81,772
Foreperson	1	79,040	80,073	80,073
Civil Engineer II	1	61,931	74,319	74,319
Equipment Instructor	2	59,418	71,273	142,546
Maintenance Analyst	1	59,418	71,273	71,273
Engineering Inspector II	1	51,440	61,586	61,586
Account Clerk	1	47,982	53,875	53,875
	<b>13</b>			<b>1,178,648</b>
Overtime				150,000
<b>TOTAL SALARIES</b>				<b>\$1,328,648</b>
Division: District #1 Milford				
District Superintendent	1	\$89,038	\$108,834	\$108,834
Foreperson	2	79,040	80,073	160,146
Crew Leader - Chloride	1	60,757	61,455	61,455
Crew Leader - Forestry	1	60,757	61,455	61,455
Grader Operator	4	57,408	58,074	232,297
Shovel Operator	1	57,408	58,074	58,074
Tree Trimmer	2	57,408	58,074	116,148
Shoulder Maintainer	1	56,618	57,273	57,273
Loader Operator	1	56,618	57,273	57,273
Skilled Laborer I	2	56,618	57,273	114,546
Tandem Float Driver	8	56,618	57,273	458,184
Tire Repair	1	56,618	57,273	57,273
Tractor Semi-Driver	2	56,618	57,273	114,546
Vactor Operator	1	56,618	57,273	57,273
Grade Person	1	55,016	55,647	55,647
Laborer II	5	53,477	54,087	270,435
District Clerk	1	44,603	50,113	50,113
	<b>35</b>			<b>2,090,972</b>
Overtime				373,438
<b>TOTAL SALARIES</b>				<b>\$2,464,410</b>

## 2023/24 Departments

### HIGHWAY MAINTENANCE-Position and Salary Detail(Continued)

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
<b>Division: District #2 Davisburg</b>				
District Superintendent	1	\$89,038	\$108,834	\$108,834
Foreperson	2	79,040	80,073	160,146
Crew Leader - Chloride	1	60,757	61,455	61,455
Crew Leader - Forestry	1	60,757	61,455	61,455
Grader Operator	5	57,408	58,074	290,370
Tree Trimmer	2	57,408	58,074	116,148
Shovel Operator	1	57,408	58,074	58,074
Shoulder Maintainer	1	56,618	57,273	57,273
Skilled Laborer I	1	56,618	57,273	57,273
Tandem Float Driver	8	56,618	57,273	458,184
Tire Repair	1	56,618	57,273	57,273
Tractor Semi-Driver	2	56,618	57,273	114,546
Vactor Operator	1	56,618	57,273	57,273
Loader Operator	1	56,618	57,273	57,273
Grade Person	1	55,016	55,647	55,647
Laborer II	5	53,477	54,087	270,435
District Clerk	1	44,603	50,113	50,113
	<b>35</b>			<b>2,091,772</b>
Overtime				285,818
<b>TOTAL SALARIES</b>				<b>\$2,377,590</b>
<b>Division: District #3 Lake Orion</b>				
District Superintendent	1	\$89,038	\$108,834	\$108,834
Foreperson	2	79,040	80,073	160,146
Crew Leader - Chloride	1	60,757	61,455	61,455
Crew Leader - Forestry	1	60,757	61,455	61,455
Grader Operator	5	57,408	58,074	290,370
Shovel Operator	1	57,408	58,074	58,074
Tree Trimmer	2	57,408	58,074	116,148
Loader Operator	1	56,618	57,273	57,273
Skilled Laborer I	2	56,618	57,273	114,546
Tandem Float Driver	6	56,618	57,273	343,638
Tire Repair	1	56,618	57,273	57,273
Tractor Semi-Driver	3	56,618	57,273	171,819
Vactor Operator	1	56,618	57,273	57,273
Grade Person	1	55,016	55,647	55,647
Laborer II	5	53,477	54,087	270,435
District Clerk	1	44,603	50,113	50,113
	<b>34</b>			<b>2,034,499</b>
Overtime				282,133
<b>TOTAL SALARIES</b>				<b>\$2,316,632</b>

## 2023/24 Departments

### HIGHWAY MAINTENANCE-Position and Salary Detail(Continued)

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
<b>Division: District #4 Waterford</b>				
District Superintendent	1	\$89,038	\$108,834	\$108,834
Foreperson	3	79,040	80,073	240,219
Crew Leader - Forestry	1	60,757	61,455	61,455
Grader Operator	2	57,408	58,074	116,148
Shovel Operator	2	57,408	58,074	116,148
Tree Trimmer	2	57,408	58,074	116,148
Float Operator	2	56,618	57,273	114,546
Loader Operator	1	56,618	57,273	57,273
Shoulder Maintainer	1	56,618	57,273	57,273
Skilled Laborer I	2	56,618	57,273	114,546
Tandem Float Driver	12	56,618	57,273	687,276
Vactor Operator	1	56,618	57,273	57,273
Grade Person	2	55,016	55,647	111,294
Laborer II	7	53,477	54,087	378,609
District Clerk	1	44,603	50,113	50,113
	<b>40</b>			<b>2,387,155</b>
Overtime				399,716
<b>TOTAL SALARIES</b>				<b>\$2,786,871</b>
<b>Division: District #4S Southfield</b>				
District Superintendent	1	\$89,038	\$108,834	\$108,834
Foreperson	2	79,040	80,073	160,146
Shovel Operator	1	57,408	58,074	58,074
Loader Operator	1	56,618	57,273	57,273
Shoulder Maintainer	1	56,618	57,273	57,273
Skilled Laborer I	2	56,618	57,273	114,546
Tandem Float Driver	9	56,618	57,273	515,457
Tire Repair	1	56,618	57,273	57,273
Vactor Operator	1	56,618	57,273	57,273
Grade Person	1	55,016	55,647	55,647
Laborer II	5	53,477	54,087	270,435
District Clerk	1	44,603	50,113	50,113
	<b>26</b>			<b>1,562,344</b>
Overtime				380,065
<b>TOTAL SALARIES</b>				<b>\$1,942,409</b>

## 2023/24 Departments

### HIGHWAY MAINTENANCE-Position and Salary Detail(Continued)

Classification	Budgeted Positions	Salary Minimum	Salary Maximum	Salary Appropriation
Division: District #4T Troy				
District Superintendent	1	\$89,038	\$108,834	\$108,834
Foreperson	2	79,040	80,073	160,146
Shovel Operator	1	57,408	58,074	58,074
Float Operator	1	56,618	57,273	57,273
Skilled Laborer I	2	56,618	57,273	114,546
Tandem Float Driver	7	56,618	57,273	400,911
Tire Repair	1	56,618	57,273	57,273
Vactor Operator	1	56,618	57,273	57,273
Loader Operator	1	56,618	57,273	57,273
Grade Person	1	55,016	55,647	55,647
Laborer II	5	53,477	54,087	270,435
District Clerk	1	44,603	50,113	50,113
	<b>24</b>			<b>1,447,798</b>
Overtime				311,116
<b>TOTAL SALARIES</b>				<b>\$1,758,914</b>

# 2023/24 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 active employee benefits include medical insurance, prescription drug coverage, dental insurance, life insurance (including accidental death and dismemberment), vision care, retention, consumerism savings program, social security, unemployment insurance, workers' compensation, wellness program, flexible spending program, leave bank redemptions and salary contingency. Benefits related to retirees are medical insurance including prescription drug coverage and employer contributions for retirement and other post-employment benefits (OPEB).

### Supplies, Materials and Parts

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

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

*Inventory Adjustment:* Expenditures, positive or negative that account for variances in physical inventory counts and general ledger balances.

### Other Expenses

*Agency Travel/Training:* Funds travel and training opportunities related to the overall purpose of 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, retiree health care trust 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.

*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:* RCOC is self-insured in special risk exposures. This includes, but is not limited to, pollution liability and crime exposures.

### Debt Service

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

## SUMMARY OF BUDGET

The Non-Departmental current fiscal year budget reflects a 6.4% decrease from the previous year amended budget due to reduced post-employment benefit employer contributions.

2023/24 Departments

NON-DEPARTMENTAL-Account Details

Account	Actual 2021/22	Beginning Budget 2022/23	Amended Budget 2022/23	Budget 2023/24
Ratification Pay	\$398,000	\$0	\$0	\$0
<b>Employee Benefits</b>				
Vacation Redemption	145,629	0	0	0
Annual Leave Redemption	104,695	150,000	150,000	150,000
Sick Leave Redemption	143,655	85,000	85,000	75,000
Retro, Stipend/Others	9,500	0	0	0
Salary Contingency	0	0	0	897,497
Retention	338,524	400,000	400,000	400,000
Social Security	2,282,842	2,800,000	2,800,000	3,024,983
Dental Insurance Self-Active	415,540	484,513	484,513	472,337
Medical-Active	4,589,075	5,136,099	5,136,099	6,041,052
Vision Care-Active	62,558	60,220	60,220	59,266
Prescription Drugs-Active	400,892	641,494	641,494	350,565
Medical Retirees	4,812,934	5,988,786	5,988,786	5,650,523
Prescription Drugs-Retirees	2,322,583	3,270,732	3,270,732	2,655,310
Consumerism Bundle	45,480	46,787	46,787	43,724
Post Employment Benefits-Employer Contrib	3,500,000	4,500,000	7,000,000	4,000,000
Retirement Healthcare-Tier II	458,250	0	0	500,000
Life Insurance	109,690	114,205	114,205	118,677
Retirement-Employer Contribution	5,500,000	5,350,000	5,350,000	5,000,000
Retirement Employer 401A Match	141,405	150,000	150,000	175,000
Workers' Compensation Insurance	154,477	180,000	180,000	200,000
Service Fees (Workers' Comp)	48,848	80,000	80,000	80,000
Workers' Compensation Self-Insured Exp	695,636	740,000	740,000	740,000
Loss Control Services	16,200	35,000	35,000	35,000
Unemployment Insurance	3,896	32,000	32,000	32,000
Drug Testing	18,622	19,200	19,200	19,200
Wellness Program	24,744	24,000	24,000	24,000
Flex Spending Account (FSA) Admin	4,984	13,000	13,000	13,000
Cobra Admin-TP Sourcing	3,330	6,900	6,900	6,900
	<b>26,353,987</b>	<b>30,307,936</b>	<b>32,807,936</b>	<b>30,764,034</b>
<b>Supplies, Materials &amp; Parts</b>				
Membership Fees & Dues	71,453	100,000	100,000	90,000
First Aid Supplies	29,284	25,000	25,000	30,000
Inventory Adjustment	119,858	50,000	50,000	50,000
	<b>220,596</b>	<b>175,000</b>	<b>175,000</b>	<b>170,000</b>
<b>Other Expenses</b>				
Professional Services Others	13,469	0	0	0
Agency Travel/Training	809	10,000	10,000	10,000
Buildings & Contents Insurance	148,453	200,000	200,000	200,000
Fleet Liability Insurance	310,541	320,000	320,000	340,000
Fiduciary & Performance Bond	0	25,000	25,000	30,000
Public Officials & Employees	35,243	55,000	55,000	55,000
General Liability Insurance	411,269	560,000	560,000	560,000
General Liability Self-Insured Exp	118,719	750,000	750,000	500,000
Service Fees (General Liability)	76,653	80,000	80,000	80,000
Special Risk Liability Self-Insured Exp	68,087	150,000	150,000	150,000
Brokers' Fees	97,831	125,000	125,000	125,000
Loss Control Services - GL	4,365	20,000	20,000	20,000
	<b>1,285,438</b>	<b>2,295,000</b>	<b>2,295,000</b>	<b>2,070,000</b>
<b>TOTAL</b>	<b>\$28,258,021</b>	<b>\$32,777,936</b>	<b>\$35,277,936</b>	<b>\$33,004,034</b>

# CAPITAL BUDGETING



## 2023/24 Capital Budgeting

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The RCOC 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 taxes that support roads (motor fuel taxes, vehicle-registration taxes and income tax).

### VEHICLE-FLEET STATUS

In the past, 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 higher level of fleet readiness than in the recent past.

Each major vehicle type has been assigned a discard (DX) standard based on age, mileage and/or hours of use and cumulative maintenance costs compared to an average standard that has been established for each type of vehicle in the fleet 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, continuing to improve the fleet is one of the priorities for the new funding that has become available. However, Covid-related supply chain issues are delaying the delivery of most purchased equipment.

# 2023/24 Capital Budgeting

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## Criteria

In recent years, the RCOC fleet has been reduced due to decreases in the work force and to eliminate aging equipment. The result was the removal of over 44 pieces of equipment from the fleet. This “right-sizing” is an on-going process. Current costs for fleet replacements were also reviewed, and cost estimates were reduced based on information available through the State’s MiDeal contracts. It is anticipated that further reductions in costs will be achieved through equipment specifications that utilize “standard” packages and reduce long-term fuel costs. RCOC received additional State revenues in 2015 (a one-time funding bump) and the increased road funding package beginning in January 2017; these revenues enabled RCOC to address 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

RCOC implemented a cost-savings program for the purchase of passenger vehicles, replacing the entire fleet in the last four years. Used vehicles were purchased in the 2017/18 fiscal year. For the current year, this budget includes \$64,410 for the replacement of two automobiles/SUVs. The agency is now following a sustainable 7-year replacement cycle for all passenger vehicles.

## The Road Commission Pickup and Van Fleet

The average age of the pickup and van fleet is now 4.5 years. This represents a great improvement which has taken place during the last four years. The average pickup or van has been driven approximately 60,000 miles. This budget includes replacements of 14 pickups for \$496,635.

# 2023/24 Capital Budgeting

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## Cost/Benefit Analysis (continued)

### The Road Commission Heavy-Equipment Fleet

RCOC classifies a non-homogenous group of vehicles, including boom trucks, dump trucks, wreckers and utility trucks as "Category A" vehicles. Because of the dissimilarity of their functions, the usage patterns of these vehicles are difficult to summarize, making the replacement standard criteria different than those of other RCOC vehicles. For example, many remain stationary during long periods in which the vehicle is running but 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 snowplows and salt and brine 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.

In the past, RCOC had maintained 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, due to funding shortages, it had to reduce the expenditures and extend the life of equipment on hand. Using industry standards and the value of our fleet, RCOC should, ideally, replace about \$7 million of equipment annually.

This budget includes \$6,758,361 to replace two truck-mounted attenuators, one grader, one truck tractor, one chloride tanker, one sign boom truck, one post pounder truck, 10 dump trucks, two medium-duty pickups with plows, three tractors with swath mowers, 7 v-boxes and three heavy duty pickups with plows and hoppers.

## 2023/24 Capital Budgeting

### DETAIL OF CAPITAL OUTLAY

Central Operations Department:		
<b>Road Equipment</b>		
2	Auto/SUV	\$64,410
6	2wd Pickups-1/2 Ton	186,450
4	Supt.Pickups 1/2 Ton	153,680
3	2wd Pickups-3/4 Ton	113,565
1	Weighmaster	42,940
		<b>561,045</b>
<b>Land Improvement</b>		
	Fencing/Security Assessment	200,000
		<b>200,000</b>
<b>Buildings</b>		
	HVAC replacements	45,000
	Roof Replacement - D1 Sand Shed	60,000
	Roof Replacement - D3 Sand Shed	45,000
	Door Replacements	30,000
		<b>180,000</b>
<b>Storage Facilities</b>		
	Waste Water Tank-D1	150,000
	Waste Water Tank -D2	150,000
	Fuel Tank Replacement	550,000
	Vactor Dumps - Southfield	300,000
		<b>1,150,000</b>
<b>Office Equipment</b>		
	Copier	9,000
		<b>9,000</b>
<b>Total Central Operations Department</b>		<b>2,100,045</b>
Engineering:		
<b>Engineering Equipment</b>		
2	Total Stations	163,300
		<b>Total Engineering 163,300</b>
Planning and Environmental Concerns:		
<b>Office Equipment</b>		
	Network Switch	30,000
	Software Development	250,000
<b>Total Planning and Environmental Concerns</b>		<b>280,000</b>

## 2023/24 Capital Budgeting

### DETAIL OF CAPITAL OUTLAY (continued)

Traffic-Safety:		
Road Equipment		
2	Truck Mounted Attenuators	\$67,800
1	Post Pounder Truck	270,000
1	Sign Boom Truck Mid-Size	245,000
2	Med Duty Truck w/Plow	271,200
38	Small Radios	27,911
	Weed Whips & Chain Saws	6,000
<b>Total Traffic Safety</b>		<b>887,911</b>
Highway Maintenance:		
Road Equipment		
3	Tractor w/ Swath Mower	255,000
1	Grader	425,000
10	Dump Truck	4,000,000
1	Truck Tractor	310,000
3	Heavy Duty Pickup w/Plow & Hopper	360,000
1	Chloride Tanker	129,950
1	Concrete Mixer	5,500
1	Trash Pump	2,500
1	Tube Trailer	22,000
1	Cutoff Saw	1,200
2	Blower	1,200
1	Dump Box Trailer	10,000
1	Arrow Board	6,500
	Weed Whips and Chain Saws	9,000
7	V-Box W/Ground Speed Control	350,000
		<b>5,887,850</b>
<b>Total Highway Maintenance</b>		<b>5,887,850</b>
<b>GRAND TOTAL OF CAPITAL OUTLAY</b>		<b>\$9,319,106</b>

# 2023/24 Capital Budgeting

## CAPITAL OUTLAY HISTORY

Department	2020/21 Actual	2021/22 Actual	2022/23 Amended Budget	2023/24 Budget
<b>Human Resources</b>				
Office Equipment	0	0	6,600	0
	<b>0</b>	<b>0</b>	<b>6,600</b>	<b>0</b>
<b>Central Operations</b>				
Land & Improvements	\$77,652	\$177,994	\$1,545,115	\$200,000
Buildings	1,374,089	2,303,323	6,360,105	180,000
Road Equipment	872,626	145,745	1,744,203	561,045
Shop Equipment	417,600	23,220	92,550	0
Storage Facilities	140,884	0	300,000	1,150,000
Office Equipment	62,850	40,537	71,613	9,000
	<b>2,945,702</b>	<b>2,690,818</b>	<b>10,113,586</b>	<b>2,100,045</b>
<b>Engineering</b>				
Engineering Equipment	0	146,972	290,000	163,300
Office Equipment	8,082	0	0	0
	<b>8,082</b>	<b>146,972</b>	<b>290,000</b>	<b>163,300</b>
<b>Planning &amp; Environmental Concerns</b>				
Office Equipment	288,277	385,811	460,500	280,000
	<b>288,277</b>	<b>385,811</b>	<b>460,500</b>	<b>280,000</b>
<b>Traffic-Safety</b>				
Road Equipment	1,849,336	104,137	3,093,369	887,911
Office Equipment	47,370	7,919	48,954	0
	<b>1,896,706</b>	<b>112,055</b>	<b>3,142,323</b>	<b>887,911</b>
<b>Highway Maintenance</b>				
Road Equipment	1,236,804	964,903	15,609,184	5,887,850
Shop Equipment	60,281	0	109,735	0
	<b>1,297,085</b>	<b>964,903</b>	<b>15,718,919</b>	<b>5,887,850</b>
<b>TOTALS</b>	<b>\$6,435,852</b>	<b>\$4,300,560</b>	<b>\$29,731,928</b>	<b>\$9,319,106</b>

**ROAD IMPROVEMENT PROGRAM  
SIGNAL PROJECTS  
SPECIAL ASSESMENT DISTRICT PROJECTS**



2023/24 ROAD IMPROVEMENT PROGRAM  
Budget for Fiscal Year Ending 9/30/24

<u>Project Type</u>	<u>Federal Aid &amp; State "A" Funds</u>		<u>Local Government Funding</u>	<u>MTF and Other RCOC Funding</u>	<u>Total All Sources</u>
Pavement	\$30,955,000	\$2,187,500	\$4,082,500	\$37,225,000	
Bridge Maintenance and/or Replacement	5,817,500	0	2,297,500	8,115,000	
Culverts	1,300,000	0	5,200,000	6,500,000	
Tri-Party	0	4,000,000	2,000,000	6,000,000	
Construction Contingencies	0	0	3,250,000	3,250,000	
Design/Right of Way Services	0	0	2,500,000	2,500,000	
Rural Federal Aid Purchases	0	0	2,500,000	2,500,000	
Safety Intersections	1,175,000	0	800,000	1,975,000	
Bridge/Culvert/Construction Inspections	0	0	925,000	925,000	
Right of Way Acquisition Contingencies	0	0	750,000	750,000	
Other	0	0	300,000	300,000	
<b>TOTAL ROAD IMPROVEMENT PROGRAM</b>	<b>\$39,247,500</b>	<b>\$6,187,500</b>	<b>\$24,605,000</b>	<b>\$70,040,000</b>	

PROGRAM SOURCES

	<u>Federal &amp; State</u>		<u>Local</u>	<u>RCOC</u>	<u>Disbursements</u>
STP- Surface Transportation	\$17,680,000	Cities/Villages:	\$2,887,500	\$0	Contractor Payments
NHPP-Highway Infrastructure	1,750,000	Townships:	1,300,000	0	Right of Way Payments
"A" (TEDF) -Economic Development	3,165,000	County:	2,000,000	0	Eng. Consultants
Local Bridge Program	5,817,500	Others:	0	0	
Earmark	10,835,000				
MTF	0		0	24,605,000	
<b>TOTAL PROJECT SOURCES</b>	<b>\$39,247,500</b>		<b>\$6,187,500</b>	<b>\$24,605,000</b>	<b>\$70,040,000</b>

# 2023/24 Road Improvement Program

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## FUNDING SOURCES

The Road Improvement Program includes all RCOC construction projects on primary and local roads. 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, RCOC partners with Oakland County general government and the communities of the county in the Tri-Party Program, in which project costs are shared one-third to the local unit of government, one-third to Oakland County and one-third RCOC funding.

### State Funding

RCOC's share of the Road Improvement Program comes from state-collected fuel, vehicle and income taxes, which are returned to 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). TEDF Category C and the LBP are made up of a combination of state and federal road funds.

### Act 51

Michigan Public Act 51 is the state law that establishes and governs the use of state-collected road funding. It requires that money distributed from the Michigan Transportation Fund (MTF – the pot made up of all state-collected road funds) may be expended for construction purposes on county local roads only to the extent that it is matched by money from local sources. However, MTF 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. Projects on county primary roads may be funded with up to 100 percent MTF dollars.

### Federal Funding

Federal aid is derived from federal road-funding programs including the Local Bridge Program (LBP), Surface Transportation Program (STP), National Highway Performance Program (NHPP), Congestion Mitigation and Air Quality (CMAQ) Improvement Program, Transportation Economic Development Fund (TEDF) Category "C" (urban congestion), Federal High Priority Project (HPP) Program and Federal Highway Infrastructure Program (HIP).

### Purchase of Federal Aid

RCOC increases its federal aid revenue by purchasing federal aid from other road commissions at a discounted rate with its MTF revenue. These funds are subject to the regulations that accompany federal aid funding.

# 2023/24 Road Improvement Program

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## 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 governmental units and consultants)
- Construction and materials inspection

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, the agreements with both the state and local units are executed.

Once the RCOC 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.

Once all impacted property owners have been contacted and any necessary land acquired, the project is put out for bid to construction contractors. Upon acceptance of the low bid (as required by state law) and award of the contract, the project is 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.

[FY 2023/24 ROAD IMPROVEMENT PROGRAM](#)

Project Number	Project Name	Location	Community	Type of Projects	Federal And State Funding		Local Gov't Funding		MTF and Other RCOC Funding		Annual Total All Sources
					Funding	Funding	Funding	Funding	Funding	Funding	

2024 SAFETY INTERSECTION											
57001	Baldwin	At Clarkston	Orion	ROW/CON	\$1,175,000	\$0	\$800,000			\$1,975,000	
			<b>Subtotal</b>		<b>1,175,000</b>	<b>0</b>	<b>800,000</b>			<b>1,975,000</b>	

2024 PAVEMENT											
56261	Brown/Giddings/ Silver Bell	Jamm To M-24	Auburn Hills/Orion	CON	16,000,000	300,000		0		16,300,000	
56301	Glwa Phase II	Hamilin To 24 Mile	Rochester Hills	CON		0	1,500,000			1,500,000	
56921	Southfield	11 Mile To 12 Mile	Lathrup Village	ROW/CON	3,760,000	600,000	965,000			5,325,000	
56931	12 Mile	Autumn Ridge To Inksier	Farmington Hills	ROW/CON	2,395,000	300,000	380,000			3,075,000	
56941	12 Mile	Nw Highway To Telegraph	Southfield	ROW/CON	2,700,000	337,500	412,500			3,450,000	
57181	Walton	Adams To Livernois	Rochester Hills	ROW/CON	6,100,000	650,000	825,000			7,575,000	
			<b>Subtotal</b>		<b>30,955,000</b>	<b>2,187,500</b>	<b>4,082,500</b>			<b>37,225,000</b>	

2024 BRIDGES											
TBD	Avon (#0209A)	Over Clinton River	Rochester Hills	ROW/CON	0	0	220,000			220,000	
TBD	Livernois (#0201A)	Over Clinton River	Rochester Hills	ROW/CON	0	0	220,000			220,000	
55573	Pontiac Lake (#2314A)	Over Clinton River	Waterford	ROW/CON	2,137,500	0	787,500			2,925,000	
56513	Farr (#0501A)	Over Huron River	Commerce	ROW/CON	1,920,000	0	555,000			2,475,000	
56584	11 Mile (#1108A)	Over Novi-Lyon Drain	Lyon	ROW/CON	1,760,000	0	515,000			2,275,000	
			<b>Subtotal</b>		<b>5,817,500</b>	<b>0</b>	<b>2,297,500</b>			<b>8,115,000</b>	

2024 CULVERTS											
55323	Pontiac Trail (#0515B)	Over Norton Creek	Commerce	ROW/CON	1,300,000	0	625,000			1,925,000	
56613	Indianwood (#56613B)	Over Lake Orion	Orion	ROW/CON	0	0	975,000			975,000	
57023	Eastways (#0327B)	Over Tributary To Rouge River	Bloomfield Hills	ROW/CON	0	0	875,000			875,000	
57043	Haggerty (#0613B)	Over Seeley Drain	Commerce/Farmington Hills	ROW/CON	0	0	1,000,000			1,000,000	
57063	Cedar Shores (#2511B)	Over Cedar Lake Canal	White Lake	ROW/CON	0	0	875,000			875,000	
57163	South Commerce (#Tbd)	Over Tributary To Huron River	Commerce	ROW/CON	0	0	850,000			850,000	
			<b>Subtotal</b>		<b>1,300,000</b>	<b>0</b>	<b>5,200,000</b>			<b>6,500,000</b>	

FY 2023/24 ROAD IMPROVEMENT PROGRAM

Project Number	Project Name	Location	Community	Type of Projects	Federal And State Funding	Local Gov't Funding	MTF and Other RCOC Funding	Annual Total All Sources
<b>2024 TRI-PARTY</b>								
TBD	2024 Tri-Party	Countywide	Various	CON	0	4,000,000	2,000,000	6,000,000
			<b>Subtotal</b>		0	4,000,000	2,000,000	6,000,000
<b>2024 OTHER</b>								
TBD	Work Zone Safety	Countywide	Various	CON	0	0	100,000	100,000
TBD	Sad Repair	Countywide	Various	CON	0	0	200,000	200,000
TBD	Bridge/Culvert Inspection	Countywide	Various	CON	0	0	325,000	325,000
TBD	Construction Inspection Services	Countywide	Various	CE	0	0	600,000	600,000
TBD	Right-Of-Way Acquisition Contingencies	Countywide	Various	ROW	0	0	750,000	750,000
TBD	Design/Right-Of-Way Services	Countywide	Various	PE/ROW	0	0	2,500,000	2,500,000
TBD	2024 Rural Federal Aid Purchase	Countywide	Various	CON	0	0	2,500,000	2,500,000
TBD	Construction Contingencies	Countywide	Various	CON	0	0	3,250,000	3,250,000
			<b>Subtotal</b>		0	0	10,225,000	10,225,000
<b>2024 GRAND TOTAL</b>					<b>\$39,247,500</b>	<b>\$6,187,500</b>	<b>\$24,605,000</b>	<b>\$70,040,000</b>

# 2023/24 Signal Projects

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Fiscal Year Ending September 30, 2024

<b>Revenue</b>		
Federal Revenue		\$560,000
MTF and Other RCOC Funding		330,000
Local Contribution		110,000
	<b>Total Revenue</b>	<b>\$1,000,000</b>
<b>Expenditures</b>		
Contractor Payments		\$1,000,000
	<b>Total Expenditures</b>	<b>\$1,000,000</b>

# 2023/24 Special Assessment District Projects

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Fiscal Year Ending September 30, 2024

<b>Revenue</b>		
Revenue from Assessment Rolls		\$2,300,000
Interest on Assessment Rolls		200,000
	<b>Total Revenue</b>	<b>\$2,500,000</b>
<b>Expenditures</b>		
Construction:		
Contractor Payments		\$2,500,000
	<b>Total Expenditures</b>	<b>\$2,500,000</b>