

1992 Budget

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

AS ADOPTED SEPTEMBER 18, 1991



Table of Contents

ROAD COMMISSION FOR OAKLAND COUNTY
1992 BUDGET
FISCAL YEAR ENDING 9/30/92

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i	Budget Resolution: Adoption of Budget
v	Letter of Transmittal
vii	Notice of Public Hearing
viii	Budget Letter from Managing Director

GOALS AND OBJECTIVES

1	The Fiscal Budget Process
2	Goals and Objectives
3	Needs and Strategies
8	Summary Table 1: Revenue and Expenditures
9	Chart: Revenue by Source
10	Summary Table 2: Comparative Summary of Revenue
11	Budget Exhibit A-1: Budgeted Revenue by Source
12	Summary of Revenue -- Narrative
13	Chart: Revenue Sources
16	Chart: Michigan Transportation Fund Revenue History
19	Chart: Allocation of Funds
20	Summary Table 3: Comparative Summary of Expenditures
21	Budget Exhibit A-2: Departmental Appropriation by Object
23	Summary of Expenditures -- Narrative
24	Chart: Expenditures by Activity
29	Overview -- Narrative
31	Summary -- Narrative
32	Budget Exhibit A-3: Appropriation Summary -- Salaries and Wages
33	Budget Exhibit A-4: Appropriation Summary -- Fringe Benefits

AUTHORIZED POSITIONS

34	Budget Exhibit A-5: Authorized Positions
42	History of Budgeted Positions
43	Budget Exhibit A-6: Appropriation Summary -- Operating by Object
44	Budget Exhibit A-7: Sources of Road Improvement Program Funding

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Table of Contents

45	Summary Explanation of Debt -- Narrative
46	Summary of Funded Debt
47	Statement of Change in Fund Balance
48	Chart: Organizational Structure

DEPARTMENTS

Departmental and Non-Departmental Appropriations:

49	Board of County Road Commissioners
51	Managing Director
54	Planning & Development
58	Citizen Services
61	Finance
64	Legal
68	Personnel
71	Central Operations
78	Engineering
87	Traffic Safety
94	Highway Maintenance
103	Non-Departmental
107	Special Assessment Fund
108	Maintenance Expenditures for Compliance with Section 12 (16) of Act 51
109	Glossary

CAPITAL BUDGETING

112	Capital Budgeting -- Narrative
114	Monitoring Capital Expenditures and the Road Improvement Program
116	Detail of Capital Outlay
118	Installment Purchases
119	Capital Outlay History

1992 ROAD IMPROVEMENT PROGRAM

120	1992 Road Improvement Program -- Statistical Information
121	1992 Road Improvement Program
126	1992 Estimated Road Improvement Program Expenditures
127	Index

RESOLUTION FOR ADOPTION BY
THE BOARD OF COUNTY ROAD COMMISSIONERS

RESOLVED, that the total revenue of the Road Commission for Oakland County for fiscal year ending September 30, 1992 is estimated to be \$63,430,811. This amount, along with appropriation of fund balance of \$540,689, making a total of \$63,971,500, is hereby budgeted and appropriated for fiscal year 1992 in the amount of \$63,971,500 to service the Operating and Road Improvement Program expenditures of the Road Commission for Oakland County.

<u>Revenue</u>	<u>1992 Fiscal Year Revenue Appropriation</u>
Motor Fuel Taxes & License Fees	\$33,750,000
Other Federal & State Revenue	<u>22,108,644</u>
Subtotal	\$55,858,644
Revenue from Local Government	5,683,233
Fees and Other Revenue	<u>1,888,934</u>
	\$63,430,811
Appropriation of Fund Balance	<u>540,689</u>
Total Revenue & Appropriation of Fund Balance	\$63,971,500

FURTHER RESOLVED, that \$63,971,500 of anticipated revenue and appropriation of fund balance is hereby appropriated for the following purposes:

<u>Operating Expenditures</u>	<u>1992 Fiscal Year Expenditure Appropriation</u>
Board of Road Commissioners	\$ 108,100
Managing Director	672,174
Planning & Development	736,507
Citizen Services	201,557
Finance	583,276
Legal	430,664
Personnel	327,064
Central Operations	5,977,315
Engineering	4,978,468
Traffic Safety	6,547,329
Highway Maintenance	12,994,755
Non-Departmental	<u>14,003,400</u>
Total Operating Expenditures	\$47,560,609
 Road Improvement Program --	
Contractor Payments & Right of Way	16,410,891
 Total Expenditures	 \$63,971,500

The Budget appropriation for the Road Improvement Program for Fiscal Year ending September 30, 1992 is as follows:

<u>1992 Road Improvement Program</u>	<u>Budget Appropriation</u>	<u>Total 1992 Road Improvement Program</u>
1992 Safety Road Widening	\$3,046,000	\$3,890,000
1992 Safety Intersection Projects	5,000	30,000
1992 Contract Maintenance Payment Mgt.	72,700	80,000
1992 Safety Bridges	700,000	890,000
1992 Contract Maintenance Bridge Mgt.	160,000	184,000
1992 Paved Gravel Roads	0	140,000
1992 Tri-Party Program	1,180,000	1,500,000
1992 Drainage Improvements	41,750	50,000
Subtotal	\$5,205,450	\$6,764,000
 <u>Completion of 1991 Projects in Progress</u>		
Safety Road Widening	\$8,539,000	\$11,359,000
Tri-Party	886,000	1,001,000
Other	1,780,441	1,780,441
Subtotal	\$11,205,441	\$14,140,441
 Total Contractor Payments & ROW	 \$16,410,891	 \$20,904,441
 <u>Other Road Improvement Program Disbursements</u>		
Traffic Safety	190,000	
Engineering	2,953,550	
Engineering Consultants	1,350,000	
 Total 1992 Road Improvement Program	 \$20,904,441	 \$20,904,441
 Special Assessment Districts Program	 3,775,000	 3,775,000
 GRAND TOTAL	 \$24,679,441	 \$24,679,441

FURTHER RESOLVED, that no department, division, 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.

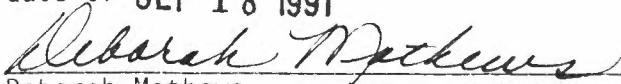
FURTHER RESOLVED, that Budget Exhibits A-1 through A-7 of the 1992 Budget Document are hereby adopted. Transfer of appropriations from one object of expenditure to another, within a department, may be made upon the written authorization of the Managing Director; however, no transfers shall be made between departments without approval by the Board of County Road Commissioners.

FURTHER RESOLVED, that the number of authorized positions (Budget Exhibit A-5) shall not be increased or changed without approval by the Board of County Road Commissioners. New employees may be hired to fill vacant budgeted positions in lesser paid classifications upon written authorization by the Managing Director.

BE IT FURTHER RESOLVED, that the amount appropriated for overtime and seasonal salaries (Budget Exhibit A-3) 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 heads 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 **SEP 18 1991**



Deborah Mathews
Deputy/Secretary/Clerk of the Board



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

August 22, 1991

THE HONORABLE BOARD OF ROAD COMMISSIONERS
OAKLAND COUNTY, MICHIGAN

Gentlemen:

Transmitted herewith is the recommended Budget for the Road Commission Operations and Road Improvement Program for the fiscal year ending September 30, 1992 for adoption by the Board of Road Commissioners.

Overview of the Proposed 1992 Budget

Summary Table 1 shows revenue of \$63,430,811 and appropriation of fund balance of \$540,689 for a total of \$63,971,500. This provides for operating expenditures of \$47,560,609 and a Road Improvement Program of \$16,410,891 for contractor payments and purchases of rights of way. The program total, which amounts to \$20,904,441, includes the following amounts which are a part of departmental operating expenditures:

Engineering	\$2,953,550
Engineering Consultants	1,350,000
Traffic Safety	<u>190,000</u>
	\$4,493,550

In addition, the program includes \$3,775,000 for Special Assessment District projects.

Revenue

Summary Table 2 shows the breakdown of 1992 revenue compared with prior year's actual, 1991 amended budget and 1991 estimated actual. The 1992 estimated funding for the fiscal year is \$63,430,811 with appropriation of fund balance of \$540,689 for a total of \$63,971,500. Other state and federal revenue include amounts received from the state for maintaining the state trunklines as well as revenue generated by the Road Improvement Program. Fees and other revenue include interest earned and fees collected for services performed by the Road Commission, such as inspection charges and permit fees.

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

Board of Road Commissioners
1992 Budget
Page 2

Expenditures

Summary Table 3 shows recommended departmental appropriations compared with prior year's actual, 1991 amended budget and 1991 estimated expenditures. The 1992 Budget of 511 authorized positions represents 36 less than the 1991 Budget as adopted.

Respectfully submitted,

John L. Grubba
Managing Director

JLG:jpt

COPY OF RESOLUTION ADOPTED BY THE
BOARD OF COUNTY ROAD COMMISSIONERS
FOR OAKLAND COUNTY, MICHIGAN,
UNDER DATE OF **AUG 01 1991**

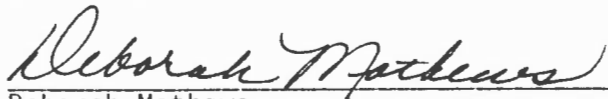
WHEREAS, MSA 141.43, Section 14, requires a Public Hearing on the proposed Road Commission Budget; and

WHEREAS, the Managing Director has presented a proposed 1992 Budget and proposed 1992 Primary and Local Road Improvement Program for the Fiscal Year ending September 30, 1992.

NOW, THEREFORE BE IT RESOLVED, that the Road Commissioners acknowledge receipt of and hereby give notice of a Public Hearing to be held at 7:30 p.m. on Thursday, August 22, 1991, at the Oakland County Auditorium, Oakland County Service Center, 1200 N. Telegraph, Pontiac, Michigan 48341, for the purpose of presenting the Road Commission's proposed 1992 Budget and proposed 1992 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: **AUG 01 1991**



Deborah Mathews
Deputy/Secretary/Clerk of the Board

Board of County Road Commissioners
Oakland County

INTER-DEPARTMENT MEMORANDUM

Date: April 8, 1991

To: ALL DEPARTMENT DIRECTORS
From: John L. Grubba, Managing Director
Subject: 1992 Budget Letter

Enclosed are forms for Departmental Budget Requests for Fiscal Year 1992. Dates have been established for completion and must be met so the recommended Budget for Fiscal Year ending September 30, 1992 can be presented to the Board of Road Commissioners on August 8, 1991.

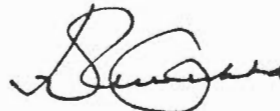
Safety remains the number one priority of the Road Commission and this commitment to our employees and to the public, who use our roads, is to be continued. This emphasis on safety is to be reflected in all departmental budgets.

All requests for capital expenditures of \$10,000 or more, including replacement units, are to be accompanied by a cost-benefit analysis. Requests for road equipment replacements must be accompanied by information supporting the equipment. Consideration must also be given to the lease-purchase alternatives.

We continue to expect that revenues from the Michigan Transportation Fund will continue to decline in FY92. Road user fees are not expected to be increased.

Therefore, in preparing work programs and budget requests for FY92, Department Directors shall submit their budget requests at a level 10% less than that approved for the department in the FY91 Budget as adopted by the Board on September 27, 1990.

Department Directors shall submit copies of their Department Strategic Plan with their budget requests.



JLG:jpt
Enclosures

c: Brent O. Bair
Gerald M. Holmberg

Goals and Objectives

The Budget Process

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

It begins with the financial planning process in late December; then, in early April, a budget message is sent to all departments by the Managing Director setting the guidelines for the following year's budget.

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

The Uniform Budgeting and Accounting Act requires the holding of an annual public hearing on the proposed Road Commission 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.

Following adoption by the Board, amendments are made to the Budget during the fiscal year by way of the appropriation transfer as outlined in the Board of Road Commissioners' resolution (page iv of this document).

This Budget uses the modified accrual basis of accounting.

Goals and Objectives

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"

The strategic focus -- the mission -- of the organization is to fulfill the needs of the community by:

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

It is also the mission of RCOC 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

Together with the vision statement, the mission statement provides the focus from which all goals, objectives and actions of RCOC should transpire.

The strategic planning process has brought about a change in RCOC priorities and actions. New actions brought about through this process have been reflected in the budget planning of the organization.

Needs and Strategies

I. CUSTOMER NEEDS

To identify the transportation needs of the local communities, the Road Commission bi-annually holds strategic planning meetings with community officials. These meetings provide an effective forum for expressing road improvement needs, currently estimated to exceed \$1 billion. Community officials have made over 1,400 requests for road improvement projects and other service improvements which are then analyzed and prioritized. Communities' requests fall into four mutually-important areas of concern:

A. THE CONDITION OF GRAVEL ROADS

Many communities served primarily by gravel roads have experienced accelerated development in recent years. Dramatic increases in traffic volume seriously threaten the structural integrity of the gravel road system. Gravel road maintenance cycles once adequate on these roads are no longer sufficient.

B. THE SAFETY, CAPACITY AND CONDITION OF PAVED ROADS

Increased travel, increasing age and limited funding combine to reduce the serviceability of paved county roads. Preserving the massive investment in the existing paved road system and continuing to expand this infrastructure to relieve mounting congestion are critical to the future of all Oakland County communities.

Fact: There are approximately 800,000 vehicles currently registered in Oakland County, with a population of over one million.

Needs and Strategies

C. INCREASED EMPHASIS ON TRAFFIC MANAGEMENT

In many locations, innovative traffic management systems can provide a desirable alternative to capacity improvements. Where rights of way are narrow and setbacks to structures shallow, improved traffic management can provide added road capacity without major community disruption and relocation. New technologies, such as the Intelligent Vehicle Highway System (IVHS), promise even greater safety and efficiency in the near future.

D. IMPROVED ROAD DRAINAGE SYSTEMS

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

Although the Road Commission's operations have been organized around the functional distinctions of highway design, traffic engineering, construction and road maintenance, new emphasis is being placed on the four areas of concern expressed by community officials. These concerns cross departmental boundaries, facilitating a more comprehensive team approach to problem solving at the Road Commission.

As the beginning of a new direction for the Road Commission, it is intended this change in strategic focus will help the Road Commission to realize its vision of "Quality Life Through Good Roads."

Needs and Strategies

II. STRATEGIES FOR MEETING CUSTOMER NEEDS

The operating departments have identified short-term strategies related to the four areas of concern expressed by community officials. These strategies are outlined below by area of concern.

A. GRAVEL ROAD STRATEGIES

The operating departments identified the following strategies for dealing with the gravel road concerns of community officials:

1. Improve coordination of gravel road grading and dust control activities.
2. Review current grading practices.
3. Prepare a road grading training program.
4. Review current specifications for gravel road materials and design.
5. Identify demonstration project possibilities utilizing different materials and designs.
6. Reexamine the engineering requirements associated with approach paving projects and programs.
7. Develop a gravel road information system, similar to the pavement management system in use for paved roads.
8. Evaluate accident data for gravel roads to determine appropriate countermeasures.
9. Improve the condition of equipment used to maintain gravel roads.
10. Develop a long-range gravel road improvement plan consistent with the development goals of the communities.
11. Establish speed controls on gravel roads.
12. Encourage cooperative funding with local governmental units and the private sector for upgrading gravel roads.

Needs and Strategies

B. PAVED ROAD STRATEGIES

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

1. Continue to use the pavement management system to establish priorities and treatment alternatives for paved road preservation projects.
2. Initiate a regular program for paved road preservation activities in the Road Improvement Program.
3. Review current paved road maintenance practices with emphasis on innovative approaches for paved road preservation and maintenance administration.
4. Evaluate the paved road system for areas of traffic congestion, and explore low-cost, innovative approaches for improving mobility in these congested areas.
5. Continue to incorporate traffic accident countermeasures into road preservation projects.

C. TRAFFIC MANAGEMENT STRATEGIES

The traffic management concerns expressed by community officials focused on traffic signal installation, traffic signal maintenance, and traffic signal optimization. Short-term strategies in these areas include:

1. Develop a traffic signal management information system to monitor traffic conditions, track signal equipment and parts inventories, and monitor trouble calls and routine maintenance.
2. Develop a strategy for increasing traffic volume counts taken on a routine basis.
3. Continue to apply for federal aid for traffic signal modernization and optimization.
4. Review new software developments for optimal signal timing.
5. Improve facilities for signal equipment repair and fabrication.

Needs and Strategies

6. Improve the troubleshooting capabilities of the Traffic-Safety Department signal crews.
7. Evaluate new technologies for advanced traffic management systems.

D. DRAINAGE SYSTEM STRATEGIES

The road drainage concerns expressed by the community officials encompass both the gravel road system and the paved road system.

In response to these concerns, the following strategies have been identified:

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

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 are needed. Therefore, a comprehensive strategy to meet the needs of the Road Commission's customers must include a strategy to improve the work environment and a funding analysis.

Summary Table 1

REVENUE AND EXPENDITURES Fiscal Year Ending 9/30/92

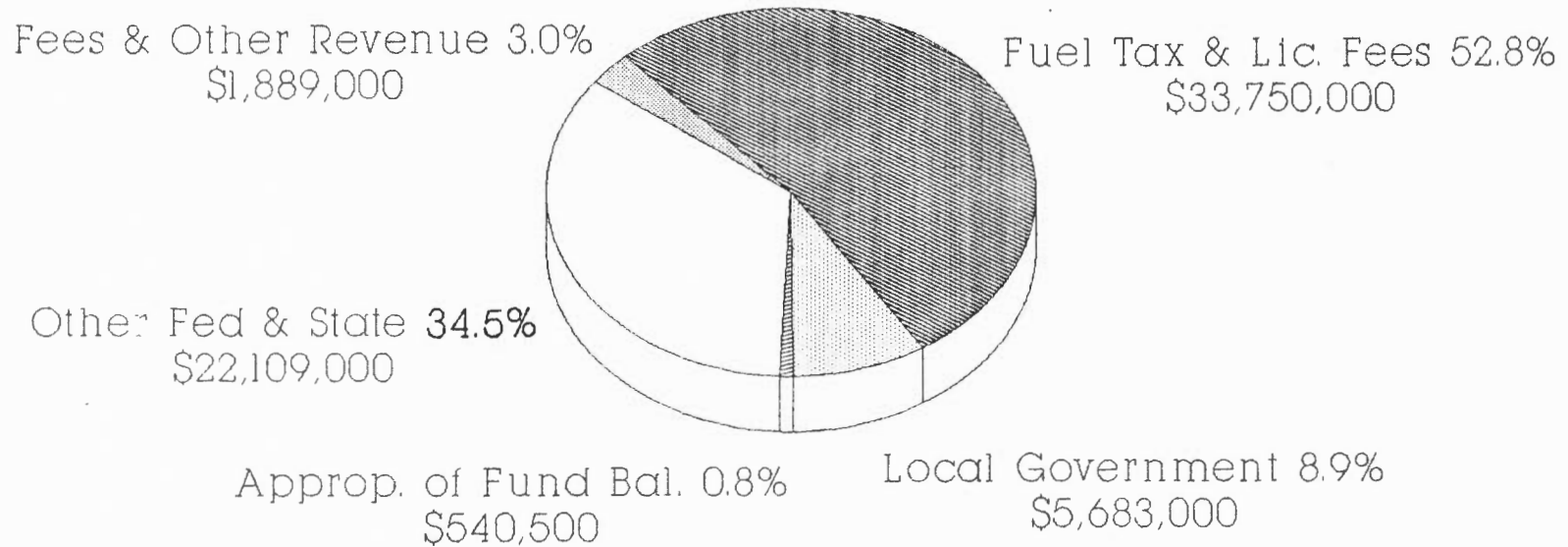
Revenue

Current 1992 Revenue	\$63,430,811	
Appropriation of Fund Balance	<u>540,689</u>	
Total Revenue		\$63,971,500

Expenditures

Operating Expenditures	\$47,560,609	
1992 Road Improvement Program	<u>16,410,891</u>	
Total Expenditures		\$63,971,500

ROAD COMMISSION for OAKLAND COUNTY REVENUE BY SOURCE 1992



COMPARATIVE SUMMARY OF REVENUE

	<u>1990 Actual Fiscal Year Ended 9/30/90</u>	<u>1991 Budget as Adopted 9/27/90</u>	<u>Estimate Fiscal Year Ending 9/30/91</u>	<u>1992 Budget Fiscal Year Ending 9/30/92</u>
Motor Fuel Taxes & License Fees	\$34,364,457	\$35,450,000	\$34,250,000	\$33,750,000
Other Federal and State Revenue	12,629,257	19,729,500	18,492,000	22,108,644
Revenue from Local Government	4,743,986	5,841,625	5,208,375	5,683,233
Fees and Other Revenue	2,125,336	2,819,000	2,019,000	1,888,934
Total Revenue	<u>\$53,863,036</u>	<u>\$63,840,125</u>	<u>\$59,969,375</u>	<u>\$63,430,811</u>
Revenue Over/(Under) Expenditures	(4,260,377)	(666,000)	262,375	(540,689)
Total Expenditures	<u>\$58,123,413</u>	<u>\$64,506,125</u>	<u>\$59,707,000</u>	<u>\$63,971,500</u>

Budget Exhibit A-1

1992 BUDGETED REVENUE BY SOURCE

<u>Revenue Source</u>		<u>1992 Budget</u>
Motor Fuel Taxes & License Fees		
Engineering	\$ 10,000	
Primary Roads	23,293,000	
Local Roads	4,691,000	
Urban Primary Roads	4,305,000	
Urban Local Roads	1,451,000	
Total Fuel Taxes and License Fees		\$33,750,000
Federal & State Revenue		
State Maintenance Contract	7,550,000	
State Non-Maintenance Contract	300,000	
Federal Aid-Road Improvement Program	9,498,644	
State Category "C" Funds	4,560,000	
Traffic Improvement Projects - Other	200,000	
Total Federal and State Revenue		\$22,108,644
Revenue from Local Government		
Contributions from Townships	856,962	
Contributions from Cities	1,601,552	
County Contributions	1,324,719	
Other Contributions including work orders	675,000	
Traffic Signal Maintenance	700,000	
S.A.D. Engineering & Administration	525,000	
Total Revenue from Local Government		5,683,233
Fees and Other Revenue		
Interest Earned	600,000	
Sundry Revenues	14,934	
Sale of Maps & Plans	7,000	
Permit Fees	250,000	
Inspection Charges	235,000	
Calcium Chloride Revenue	617,000	
Purchase Discount	15,000	
Sale of Property	100,000	
Proceeds from Disposal of Equipment	50,000	
Total Fees and Other Revenue		1,888,934
Total Revenue		\$63,430,811

Summary of Revenue

Because of the uncertain nature of road funding in the future, neither new sources of revenue nor significant increases in current sources are anticipated in Fiscal Year 1992. The Road Commission remains committed to maintaining fiscal stability, integrated work plans, and coordinated budgets with minimal negative impact on customer satisfaction.

Why a revenue shortfall?

The continuing decline in revenue is attributable to the following conditions:

- The decline in gasoline usage resulting from the greater fuel economy of new automobiles
- The decline in gasoline usage caused by reduced travel due to the current economic recession
- The increase in the dollars deducted from receipts to support Secretary of State and miscellaneous other state operations
- The loss of rural road mileage resulting from the transfer from townships to the new cities of Auburn Hills and Rochester Hills, as indicated in the 1990 census data, causing a resulting revenue reduction
- The gas tax cap of 15 cents per gallon which has remained at the current level since 1984
- The negative effect of alternative fuels and electric cars
- The announced Federal goal of shifting funding burden to the local level

Figure 1 on page 13 represents the ten-year average of revenue by source. Our road needs continue to grow at a rapid rate along with inflation related cost increases. The decline in revenue combined with increased demands and costs have resulted in our current fiscal crisis.

RCOC REVENUE SOURCES 1981 - 1990

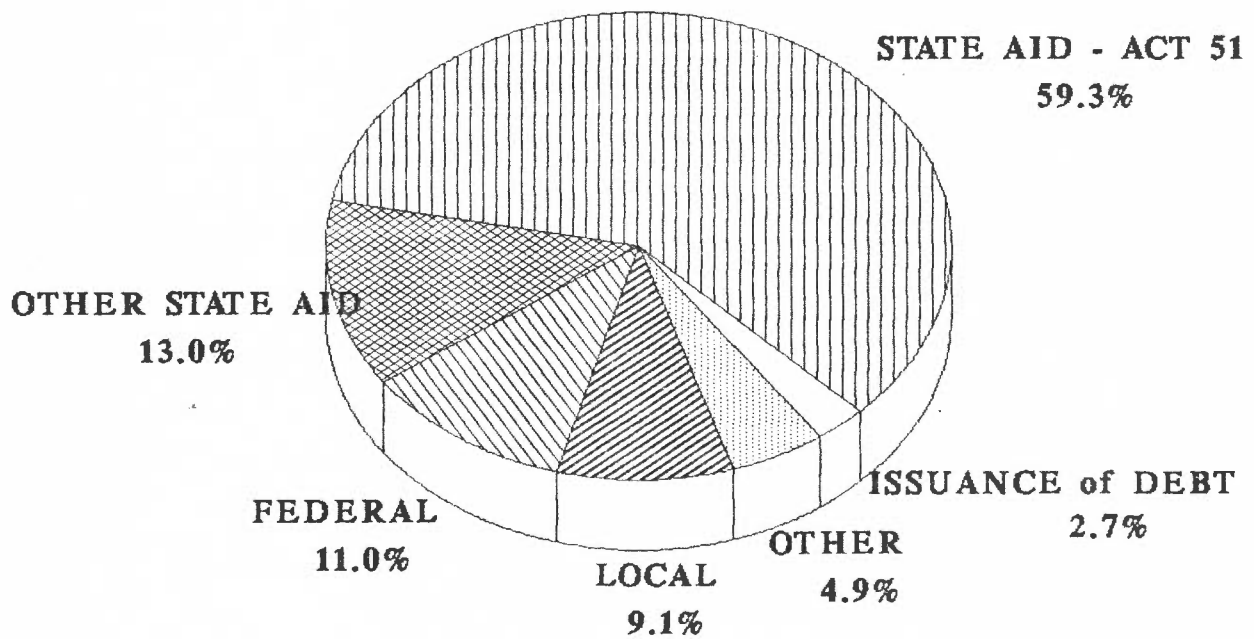


Figure 1

Summary of Revenue

Therefore, the following cost-cutting measures were instituted during Fiscal Year 1991 to partially offset declining revenue:

- Positions vacated through attrition and retirement were frozen.
- Certain road improvement programs were delayed or cut.
- Reductions were made in the departmental budget line items of training, travel, professional services, overtime, seasonal employees, stationery and office supplies, insurance premiums, maintenance contracts, traffic signal materials and utilities, and capital equipment.

State Revenue

While the Road Commission receives revenue from multiple sources, allocations from the Michigan Transportation Fund (MTF) represent the major source and are primarily targeted for operating needs. Figure 2 on page 16 represents the ten year history of MTF revenue and Fiscal Years 1991 and 1992 budgeted revenue.

These allocations are generated through road user fees paid by consumers when purchasing gasoline, diesel fuel and license plates and from other auto and truck related fees.

While the fuel tax rate of 15 cents per gallon has remained constant since 1984, the fuel efficiency of vehicles has steadily risen, as shown in the following example:

<u>Year</u>	<u>Avg. MPG</u>	<u>Gallons Consumed Per 10,000 Miles Driven</u>	<u>Fuel Tax Paid</u>
1984	16.94	590.32	\$88.55
1989	20.54	486.85	\$73.03

Summary of Revenue

Drivers in 1989 paid 17.5% less in user fees per 10,000 miles traveled than they did in 1984. When the effect of inflation is considered, the financial impact is significant. However, when these impacts are put into the context of the tremendous growth in demand for Road Commission services, the inadequacy of funding becomes even more significant.

In response to these financial pressures, the Road Commission continues to pursue passage of legislation to generate traditional and alternative sources of additional funding.

Federal Revenue

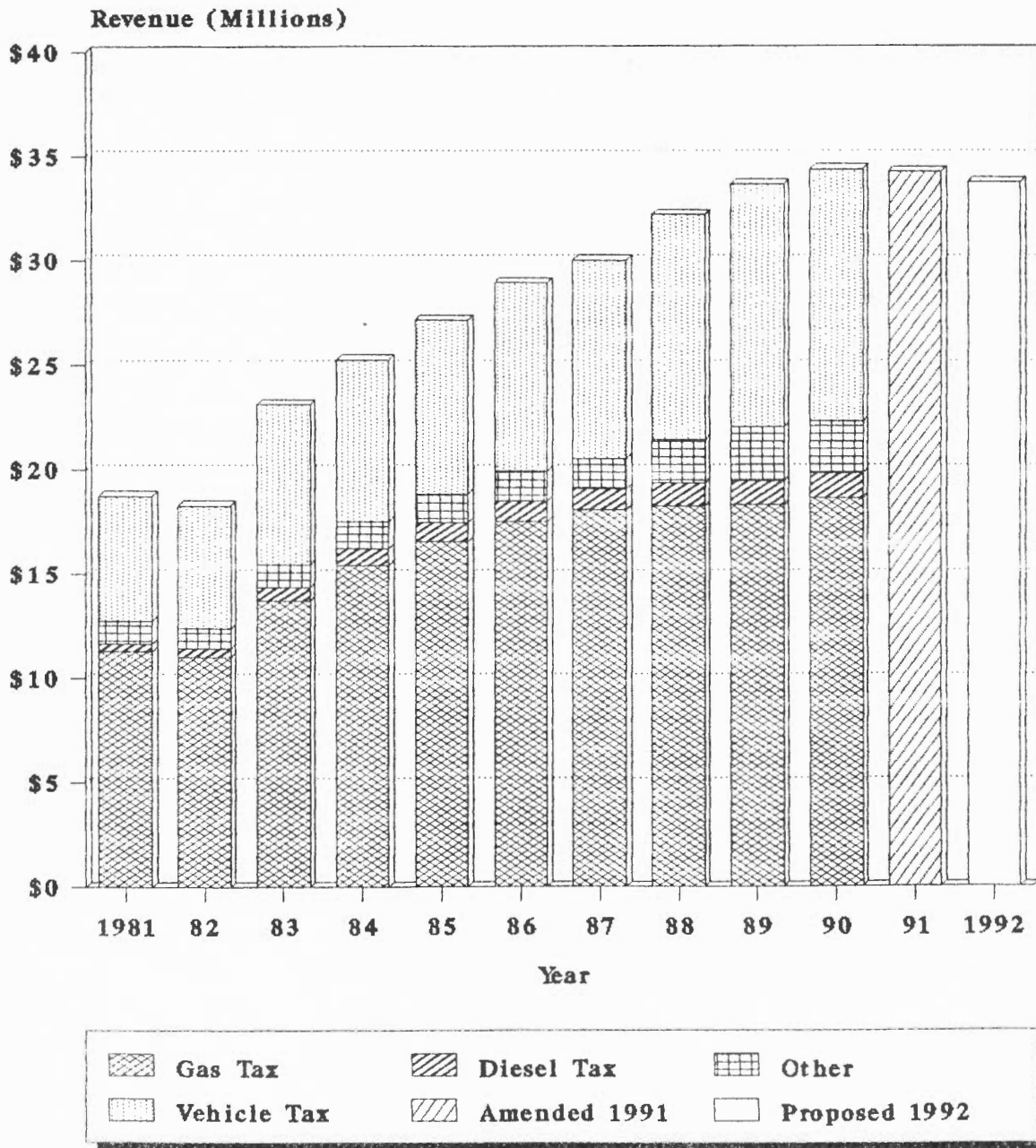
Certain Oakland County roads are designated by the Federal government as eligible for construction assistance. Federal revenue remains an indispensable contribution to the Road Commission.

Local Revenue

Local governments are another important source of revenue to the RCOC. Approximately 9% of road improvement costs are borne at the local level, often being matched by other RCOC revenue to achieve more significant improvements than could be undertaken by either party alone.

In addition, the Road Commission has been a participant in legislative initiatives to allow developer impact fees and other sources of local road funding. The Road Commission will continue to encourage greater participation from local units of government and private sector sources for road improvements and maintenance.

Michigan Transportation Fund Revenue History



1981-1983: Calendar Yr.; 1985-1990 Fiscal
Yr.; 1984: 9 Months (Annualized)
1981-1990 Actual; 1991-1992: Budget

FIGURE 2

Summary of Revenue

Fees and Other Revenue

Some Road Commission activities generate revenue from services rendered which are used to lessen the dependence on outside sources for funding. Among these are:

- The Subdivision Improvement Division, responsible for administering special assessment districts and subdivision improvement projects
- The Permit Division, securing fees for drive/approach permits, engineering inspections, overweight and oversized vehicles, etc.
- Contract highway maintenance for the Michigan Department of Transportation
- Engineering professional services rendered to local governmental units

A final element of this category is revenue generated from interest realized on investments made by the Road Commission.

Summary of Revenue

Factors Affecting Present and Future Revenue

Although increased fuel economy is beneficial in conserving oil reserves, reducing dependency on foreign oil, and reducing air pollution, Federally-mandated advances being made in this industry are seriously impacting the Michigan Transportation Fund revenue, RCOC's major source of funding.

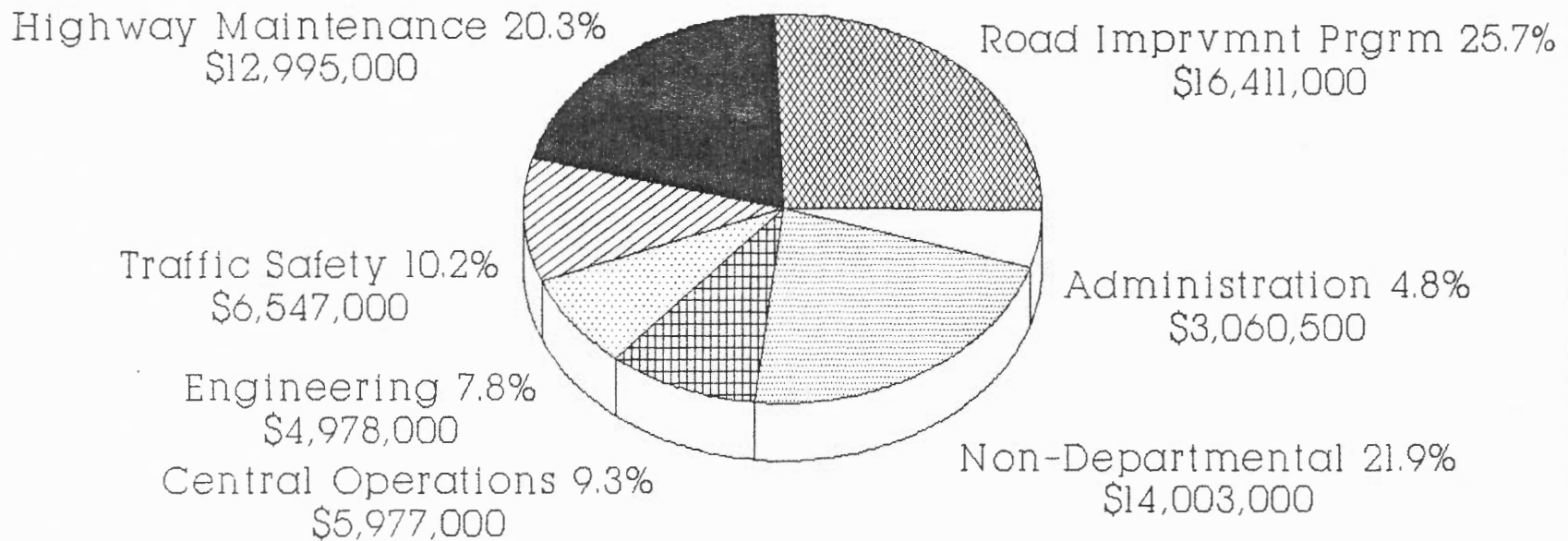
The Road Commission MTF allocation is determined by a formula reflecting Oakland County's road mileage by road type, population characteristics and vehicle registrations. The 1990 census revealed a change in the population characteristics of the county which resulted in a loss of revenue for local road maintenance of approximately \$350,000 annually. This was due to the incorporation of Auburn Hills and Rochester Hills and represents about 1% of the total MTF allocation.

Increased travel resulting from growth and affluence is not being accompanied by similar increases in fuel consumption. The Michigan Department of Transportation projects a modest increase of 2% in miles of travel this year will be offset by improved fuel economy of those traveling. The net result will be a 2% increase in road use with no increase in revenue. As the number of vehicles on the roads increases, it is imperative that the structural integrity of the roads be maintained to protect the investment in the infrastructure. Currently, the backlog of unmet needs, as determined by the communities, has reached a billion dollars in Oakland County.

Further compounding the problem is the automotive industry's plans to vigorously pursue alternative fuels, especially electric-powered vehicles. New power sources will require innovations in measuring road usage and assessing use taxes.

As efforts continue to bring user fees in line with current conditions, there is little hope this can be accomplished in time to brighten the Fiscal Year 1992 picture.

ROAD COMMISSION for OAKLAND COUNTY ALLOCATION of FUNDS 1992



Summary Table 3

COMPARATIVE SUMMARY OF EXPENDITURES

<u>Department</u>	<u>1990 Actual Fiscal Year Ended 9/30/90</u>	<u>1991 Budget As Adopted 9/27/90</u>	<u>Estimate Fiscal Year Ending 9/30/91</u>	<u>1992 Budget Fiscal Year Ending 9/30/92</u>
Board of Road Commissioners	\$ 128,116	\$ 113,200	\$ 107,000	\$ 108,100
Managing Director	833,501	682,244	676,000	672,174
Planning and Development	716,035	815,402	805,000	736,507
Citizen Services	185,153	206,847	190,000	201,557
Finance	571,859	601,030	577,000	583,276
Legal	267,198	471,734	426,000	430,664
Personnel	368,221	389,553	341,000	327,064
Central Operations	6,587,151	6,151,106	6,302,000	5,977,315
*Engineering	3,800,211	4,402,787	4,040,000	4,978,468
*Traffic Safety	6,326,762	6,722,530	6,700,000	6,547,329
*Highway Maintenance	16,013,521	14,332,433	14,463,000	12,994,755
Non-Departmental	12,838,099	14,015,609	13,580,000	14,003,400
Total Operating	\$48,635,827	\$48,904,475	\$48,207,000	\$47,560,609
Road Improvement Program Contractor Payments & ROW	9,487,586	15,601,650	11,500,000	16,410,891
TOTAL EXPENDITURES	\$58,123,413	\$64,506,125	\$59,707,000	\$63,971,500

* Does not include installment purchases in Fiscal Years 1991 or 1992.

Budget Exhibit A-2

1992 DEPARTMENTAL BUDGET -- APPROPRIATION BY OBJECT Compared to 1990 Actual & 1991 Estimate

	1990 <u>Actual</u>	1991 <u>Estimate</u>	1992 <u>Budget</u>
Board of Road Commissioners			
Personal Services	\$ 30,021	\$ 31,000	\$ 31,000
Contracted Services	70,956	51,000	52,000
Materials, Supplies & Parts	437	300	400
Other Expenses	26,702	24,700	24,700
Capital Outlay	0	0	0
	<u>\$128,116</u>	<u>\$107,000</u>	<u>\$108,100</u>
Managing Director			
Personal Services	\$576,435	\$428,287	\$428,974
Contracted Services	132,792	130,792	142,400
Materials, Supplies & Parts	19,471	17,200	8,800
Other Expenses	82,318	90,688	92,000
Capital Outlay	22,485	9,033	0
	<u>\$833,501</u>	<u>\$676,000</u>	<u>\$672,174</u>
Planning & Development			
Personal Services	\$483,517	\$510,221	\$524,737
Contracted Services	178,052	216,620	178,670
Materials, Supplies & Parts	34,283	32,887	29,500
Other Expenses	8,654	14,550	3,600
Capital Outlay	11,529	30,722	0
	<u>\$716,035</u>	<u>\$805,000</u>	<u>\$736,507</u>
Citizen Services			
Personal Services	\$181,733	\$182,059	\$198,047
Contracted Services	0	0	0
Materials, Supplies & Parts	3,110	3,900	3,480
Other Expenses	310	1,230	30
Capital Outlay	0	2,811	0
	<u>\$185,153</u>	<u>\$190,000</u>	<u>\$201,557</u>
Finance			
Personal Services	\$517,916	\$531,375	\$548,686
Contracted Services	6,969	7,480	6,190
Materials, Supplies & Parts	12,120	9,000	9,000
Other Expenses	6,075	7,145	1,400
Fixed Charges	21,619	22,000	18,000
Capital Outlay	7,160	0	0
	<u>\$571,859</u>	<u>\$577,000</u>	<u>\$583,276</u>
Legal			
Personal Services	\$219,009	\$367,211	\$389,064
Contracted Services	28,139	19,500	12,000
Materials, Supplies & Parts	3,266	7,850	6,000
Other Expenses	14,789	31,439	23,600
Capital Outlay	1,995	0	0
	<u>\$267,198</u>	<u>\$426,000</u>	<u>\$430,664</u>
Personnel			
Personal Services	\$241,388	\$228,854	\$249,969
Contracted Services	58,725	55,225	57,225
Materials, Supplies & Parts	3,868	6,930	5,500
Other Expenses	61,463	49,991	14,370
Capital Outlay	2,777	0	0
	<u>\$368,221</u>	<u>\$341,000</u>	<u>\$327,064</u>

Budget Exhibit A-2

1992 DEPARTMENTAL BUDGET -- APPROPRIATION BY OBJECT Compared to 1990 Actual & 1991 Estimate (Continued)

	1990 <u>Actual</u>	1991 <u>Estimate</u>	1992 <u>Budget</u>
Central Operations			
Personal Services	\$2,520,517	2,628,793	2,707,752
Contracted Services	133,782	157,830	142,825
Materials, Supplies & Parts	2,911,038	2,305,095	2,286,050
Other Expenses	36,249	31,878	28,600
Fixed Charges	676,642	622,200	639,338
Capital Outlay	308,923	556,204	172,750
	<u>\$6,587,151</u>	<u>\$6,302,000</u>	<u>\$5,977,315</u>
*Engineering			
Personal Services	\$3,283,792	\$3,181,680	\$3,352,673
Contracted Services	411,813	710,000	1,529,005
Materials, Supplies & Parts	66,735	67,220	62,150
Other Expenses	22,070	18,475	19,040
Fixed Charges	5,742	7,825	4,100
Capital Outlay	10,059	54,800	11,500
	<u>\$3,800,211</u>	<u>\$4,040,000</u>	<u>\$4,978,468</u>
*Traffic Safety			
Personal Services	\$3,378,341	\$3,532,760	\$3,619,698
Contracted Services	1,544,873	1,639,904	1,684,655
Materials, Supplies & Parts	1,142,112	1,283,607	1,139,226
Other Expenses	21,627	16,960	24,850
Fixed Charges	79,652	80,875	73,500
Capital Outlay	160,157	145,894	5,400
	<u>\$6,326,762</u>	<u>\$6,700,000</u>	<u>\$6,547,329</u>
*Highway Maintenance			
Personal Services	\$7,846,235	\$7,884,996	\$7,565,899
Contracted Services	1,689,778	2,631,086	2,119,693
Materials, Supplies & Parts	4,028,065	3,394,352	3,004,098
Other Expenses	45,086	34,988	29,065
Fixed Charges	177,447	196,000	166,000
Capital Outlay	2,226,910	321,578	110,000
	<u>\$16,013,521</u>	<u>\$14,463,000</u>	<u>\$12,994,755</u>
Non-Departmental			
Risk Management	\$3,167,069	\$3,478,700	\$3,405,700
Employee Benefits	7,757,742	7,869,296	8,287,600
Facilities & Operations	105,294	125,000	125,000
Other	102,791	40,500	42,000
Road Commission Contingency	0	81,750	283,945
Debt Service	1,705,203	1,984,754	2,059,155
Personnel Turnover (Attrition)			(200,000)
	<u>\$12,838,099</u>	<u>\$13,580,000</u>	<u>\$14,003,400</u>
Road Improvement Program (Contractor Payments & ROW)	9,487,586	11,500,000	16,410,891
Total Operating Funds	<u>\$58,123,413</u>	<u>\$59,707,000</u>	<u>\$63,971,500</u>

* Does not include installment purchases in Fiscal Years 1991 and 1992.

Summary of Expenditures

It is now time to look at the other side of the budget coin, the Expenditures.

Road Commission procedures call for budgeting by department. In large measure these departments closely parallel major cost categories associated with road improvements and maintenance.

The major cost categories for the last decade include Operations and Road Improvements, Non-Departmental and Administration as shown in Figure 3 on page 24.

Amended Fiscal Year 1991 Budget

The Fiscal Year 1991 Budget was amended downward due to shortfalls in virtually every revenue category:

Michigan Transportation Fund	\$1,200,000
Other Federal, State and Local	1,870,750
Investment Income	<u>800,000</u>
Total Revenue Reduction	\$3,870,750

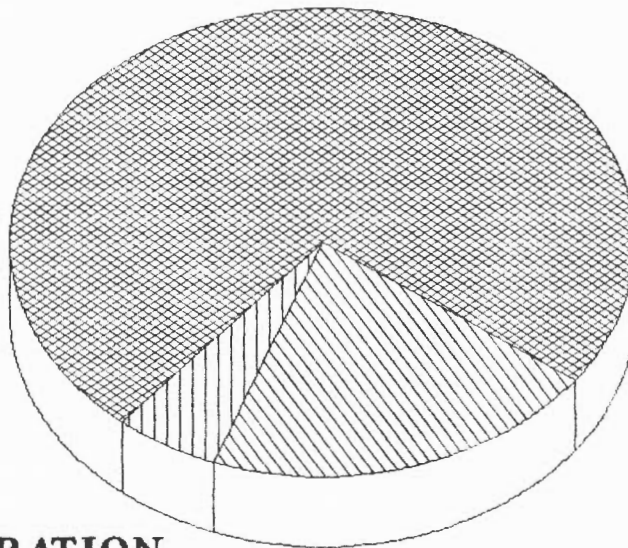
Because of these reductions, comparable cuts were made to the Road Improvement Program and departmental budgets. To work within this amended budget, departments were directed to eliminate or decrease capital expenditures; to limit travel, overtime, and supplies; to leave non-essential positions resulting from attrition vacant; and to implement other cost-reduction measures as appropriate. These efforts resulted in a major reduction in capital outlay and in wage and salary expenses.

These reductions have had several important implications for the evaluation of the current and projected budgets of the RCOC. Perhaps most importantly, this amended budget was the baseline against which Fiscal Year 1992 requirements were evaluated. The 1992 Budget of 511 authorized positions represents 36 less than the 1991 Budget as adopted.

RCOC EXPENDITURES By Activity 1981 - 1990

OPERATIONS & ROAD IMPROVEMENTS

73.96%



ADMINISTRATION

5.45%

NON-DEPARTMENTAL

20.59%

Figure 3

Summary of Expenditures

While these expenditures have resulted in slowing fleet deterioration, the readiness of the Road Commission equipment fleet remains less than desirable. In response, Central Operations has developed innovative practices to maintain fleet readiness. For example, an aggressive preventive maintenance program has been initiated to extend equipment service lives. Also, demolished and unrepairable equipment is salvaged for all recoverable parts. This latter strategy has been so effective that the annual auction of used equipment has been cancelled for lack of serviceable items to auction.

If there was a projected increase in revenue for Fiscal Year 1992, a major goal would be to upgrade the equipment fleet. But since Fiscal Year 1992 revenue is inadequate to purchase replacement road equipment, allocations sufficient to maintain the serviceability of the equipment fleet are imperative. Therefore, included in this budget are moderate increases in cost for parts, inventory, and materials in response to reduced expenditures for capital acquisitions and the resulting increased demand for vehicle and facilities maintenance.

Engineering

The Engineering Department had an authorized complement of 87 employees in Fiscal Year 1991. That number has been reduced to 82 for Fiscal Year 1992.

Engineering and road improvement activities account for about 35% of the Road Commission's annual expenditures and have generally kept pace with the availability of Federal and local funding during the past decade.

The types of safety projects included in the Road Improvement Program are pavement widenings to provide for center left-turn lanes, changing two-lane pavements into either five lanes or four lane boulevards, replacing structurally defective bridges, paving gravel roads, and a Tri-Party Program.

Summary of Expenditures

The Tri-Party Program, consisting of 1/3 matching funds each from the county, the local unit of government and RCOC, is comprised of safety projects throughout the county including passing lanes, paved approaches, regrading, and other miscellaneous improvements.

As the current economic situation has deteriorated, there are reports from some county road agencies that they will find it increasingly difficult to match other available funds for road improvement purposes. Should this occur in Oakland County, a major supplemental revenue source would be lost.

Contracted engineering services are projected to increase dramatically from \$710,000 in Fiscal Year 1991 (amended) to \$1,439,750 in Fiscal Year 1992. The bulk of these contracted services is related to the completion of the Baldwin Road project. This increase in contracted services represents the major source of the increase in Engineering projected costs in Fiscal Year 1992. Engineering costs for the Baldwin Road project are reimbursed 100% from Congressional Demonstration funds.

Traffic Safety

The Traffic Safety Department had 103 authorized positions in Fiscal Year 1991. That number has been reduced to 98 for Fiscal Year 1992.

Traffic control and safety expenditures average about 10% of the total Road Commission annual expenditures, and are used to install and maintain traffic signals, traffic signs, guardrail and other traffic control and safety devices. In a typical year, the Traffic Safety Department maintains about 100,000 traffic signs - replacing about 6,750 of them, responds to over 4,500 traffic signal trouble calls, replaces approximately 26,000 traffic signal lamps, and repairs or installs just under a mile of new guardrail. Paying for the power necessary to operate the traffic signal system is an additional expense and, in Fiscal Year 1991, cost over \$750,000.

Reduction in costs are planned primarily in materials, supplies, and parts; fixed charges; and outlay for capital acquisitions.

Summary of Expenditures

Highway Maintenance

The Highway Maintenance Department had an authorized complement of 222 employees in Fiscal Year 1991. That number has been reduced to 200 for Fiscal Year 1992.

Highway Maintenance expenditures account for about 20% of the total costs of the Road Commission. The department is responsible for the maintenance of one of the largest roadway systems in the state. Major activities on approximately 2,400 miles of roadway include surface maintenance (patching, base repair, grading, sweeping, dust control, etc.); roadside maintenance (ditching, brush control and mowing, etc.); and snow removal. The department annually uses about 9,000 tons of patching materials, 100,000 tons of gravel, and 70,000 tons of snow control salts and sand. The department typically installs a mile of new culvert yearly, and applies 250 million gallons of chloride solution to control dust and provide soil stabilization. This department is also the largest user of the Road Commission's fleet of heavy and specialized equipment.

The unpredictability of Oakland County winters sometimes requires additional reserves for overtime and materials. These contingencies make evaluation of trends in maintenance costs more difficult to interpret.

Projected total costs for road maintenance in Fiscal Year 1992 are expected to be \$13.0 million. The Maintenance Department anticipates cost reductions due to utilizing alternative, less expensive materials and the implementation of cost-cutting work methods and equipment modifications.

Non-Departmental

The non-departmental budget represents about 22% of average annual costs. This includes the various insurance and self-insurance coverages for the Road Commission (Risk Management), fringe benefits, debt service, and the Road Commission contingency.

FINANCIAL PICTURE FOR 1992

A Year of Continued Cost Containment

The program of aggressive cost containment in all cost categories initiated in Fiscal Year 1991 has been continued in Fiscal Year 1992. Cost containment must be a goal of every employee. Personal accountability and commitment are the key to success in achieving goals. Departments will be required to critically re-examine procedures and practices and to identify innovative ways to achieving desired results.

The objective of these reassessments is to identify and contain those costs which, when contained, minimally impact delivery of services and achievement of other strategic goals and objectives. Every effort has been made to achieve fiscal stability without loss of productivity and with minimal impact on service to the customer. A united and aggressive program of cost containment will insure achievement of desirable goals as well as fiscal stability.

In addition, a major effort will be sustained to generate additional revenue to mitigate reductions. Those offering quick and substantial returns must be pursued without delay since every dollar generated reduces potential negative impacts on operations.

Evaluating Cost Containment and Revenue Generating Strategies

Strategies which focus on goal achievement must be pursued vigorously, but must also take into consideration rate of return, ease and speed of implementation, organizational impact, and long-term consequences.

Toward this end, the Road Commission is focusing on:

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

Identifying Cost Containment Strategies

The following cost containment strategies have been identified and are reflected in the Fiscal Year 1992 budget.

- Reassessment of standards and practices
- Deferment of capital acquisition
- Achieve level of service goals wherever possible by substitution of alternative materials and practices.
- Limitation of travel, training, and administrative services
- Assumption of greater levels of risk
- Reduction in force through attrition
- Redefine the county urbanized area and recertify roads as urban as appropriate
- Reduction of workforce

Summary

The current fiscal challenges facing the Road Commission for Oakland County do not lend themselves to easy solutions. The Road Commission continues to pursue new sources of revenue. A conservative approach, sustaining an ongoing policy of sound financial management combined with coordinated efforts in cost containment with minimal negative effect on customer satisfaction is the key to the 1992 Budget.

APPROPRIATION SUMMARY - SALARIES & WAGES

	<u>Base</u>	<u>Longevity</u>	<u>Overtime</u>	<u>Seasonal</u>	<u>Total</u>
Board of Road Commissioners	\$ 31,000	\$ 0	\$ 0	\$ 0	\$ 31,000
Managing Director	420,226	948	300	7,500	428,974
Planning & Development	503,836	12,401	8,000	500	524,737
Citizen Services	193,763	3,784	500	0	198,047
Finance	520,560	11,726	12,400	4,000	548,686
Legal	373,881	4,683	2,500	8,000	389,064
Personnel	238,944	4,525	500	6,000	249,969
Central Operations	2,397,577	75,575	234,600	0	2,707,752
Engineering	2,844,957	155,596	325,000	27,120	3,352,673
Traffic Safety	3,165,349	194,549	256,050	3,750	3,619,698
Highway Maintenance	6,360,226	376,383	829,290	0	7,565,899
TOTAL	\$17,050,319	\$ 840,170	\$1,669,140	\$ 56,870	\$19,616,499

32

Budget Exhibit A-3

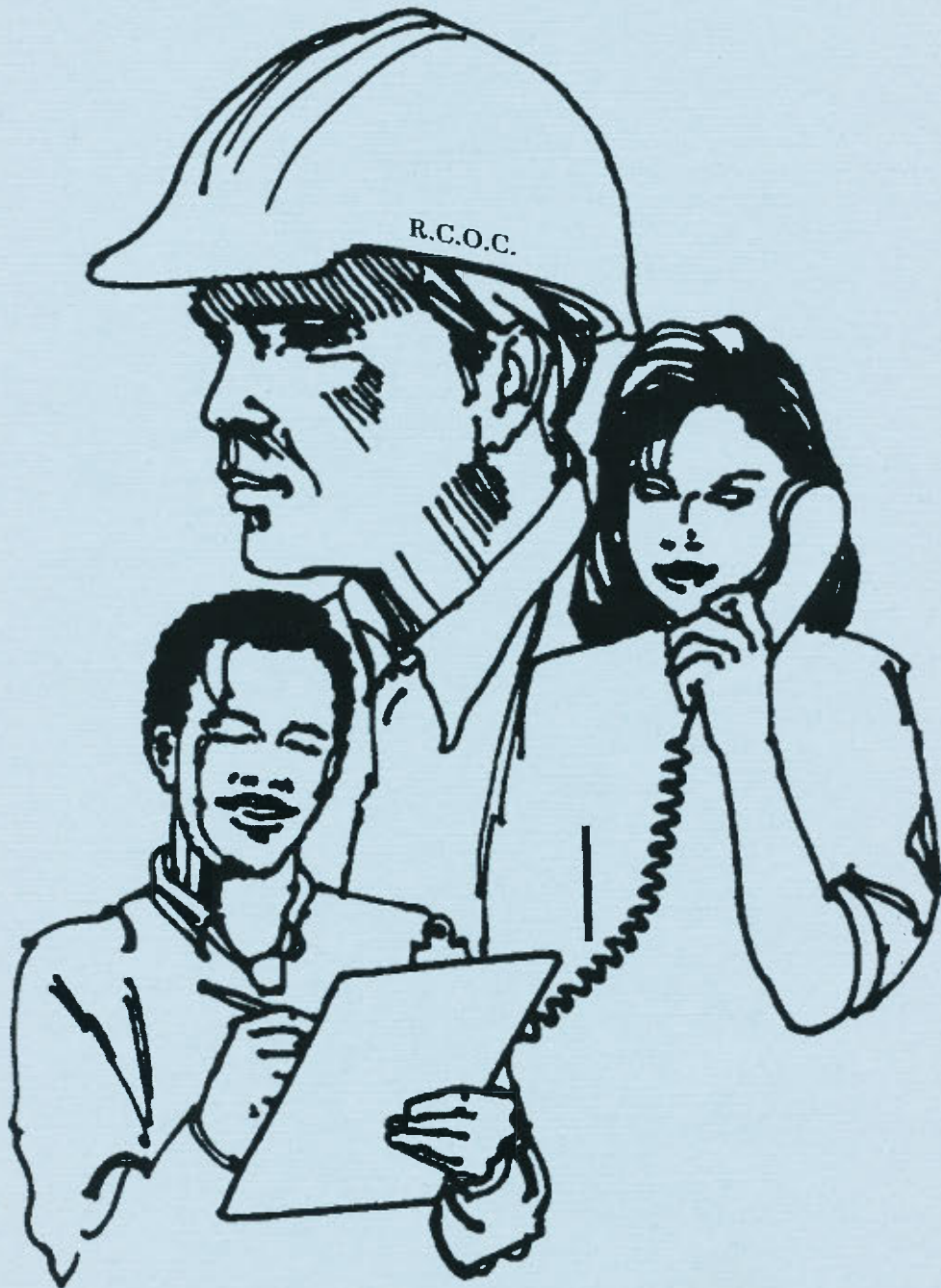
Budget Exhibit A-4

APPROPRIATION SUMMARY -- FRINGE BENEFITS

Dental Insurance	\$ 276,000
Hospitalization	2,000,000
Life Insurance	119,600
Vision Care Insurance	31,000
Major Medical Insurance	146,000
Retirement	3,400,000
Social Security	1,336,000
Unemployment Insurance	260,000
Workers' Compensation	77,000
Sick Leave Redemption	100,000
Workers' Comp. Self-Insured Expense	*533,100
Prescription Drugs	310,000
Annual Physical Program	10,000
TOTAL	\$8,598,700

* \$311,100 Included in Department Budgets
\$222,000 Non-Departmental Appropriation

Authorized Positions



Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	HIGHWAY MAINTENANCE	TOTAL
Accountant II				1							1
Account Clerk I							1		2	6	9
Account Clerk II	1			8	1		2	1			13
Accounting Supervisor				1							1
Accounts Payable Clerk				1							1
Asst. to Managing Director for Public Information	1										1
Attorney II					2			1			3
Budget Supervisor				1							1
Chief Atty of Litigation & Loss Mgmt.					1						1
Chief Weighmaster									1		1
Citizen Services Coordinator			1								1
Citizen Services Clerk			4								4
Civil Engineer II								4	2		6
Civil Engineer III								8	3	1	12
Commission Receptionist	1										1
Computer Programmer		1									1
Computer Technician		1									1

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	HIGHWAY MAINTENANCE	TOTAL
Construction Accountant				1							1
Construction Engineer								1			1
Asst. Mng. Dir., County Hwy. Engineer	1										1
Data Entry Operator		2									2
Data Processing Supervisor		1									1
Deputy Managing Director	1										1
Deputy Secretary-Clerk	1										1
Design Engineer								1			1
Director of Central Operations							1				1
Director of Citizen Services			1								1
Director of Engineering								1			1
Director of Finance				1							1
Director of Highway Maintenance										1	1
Director of Legal					1						1
Director of Personnel						1					1
Director of Traffic Safety									1		1
Director of Planning & Develop.		1									1
District Superintendent							2		2	6	10

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	HIGHWAY MAINTENANCE	TOTAL
Engineering Aide								3			3
Engineering Inspector II								21	6		27
Engineering Inspector III								2	2		4
Engineering Technician II								12	9	1	22
Engineering Technician III								2			2
Environmental Concerns Coord.		1									1
Environmentalist I		1									1
Equipment Instructor										1	1
Fleet Manager							1				1
Foreman									3	16	19
Forester										1	1
Inventory Control Chief							1				1
Maintenance Analyst										1	1
Maintenance Operations Engineer										1	1
Managing Director	1										1
Office Manager	1								1		2
Payroll Accountant				1							1

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	HIGHWAY MAINTENANCE	TOTAL
Permit Engineer									1		1
Personnel Specialist						3					3
Planner I		1									1
Planner II		1									1
Planner III		1									1
Plat Analyst								1			1
Programming Supervisor								1			1
Purchasing Agent							2				2
Purchasing Division Supervisor							1				1
Radio Communicator							1				1
ROW & Contracts Engineer								1			1
ROW Negotiator II								2			2
Risk & Insurance Analyst II					1						1
Risk Management Program Coord.					1						1
Rodman								4			4
Safety Supervisor					1						1
Secretary				1	1	1	1	1	1	1	7
Senior Personnel Specialist						1					1

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	HIGHWAY MAINTENANCE	TOTAL
Senior Secretary		1									1
Skilled Foreman							4		3		7
Subdivision Improv. Supervisor								1			1
Special Assessment Analyst								1			1
Stenographer								2			2
Survey Crew Chief								4			4
Survey Instrumentman								4			4
Traffic Engineer									1		1
Transportation Planning Coord.		1									1
Typist Clerk II	1						1	2	3	1	8
Utilities Coordinator								1			1
Weighmaster									1		1
Total Salaried Positions	9	13	6	16	9	6	18	82	42	37	238

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	HIGHWAY MAINTENANCE	TOTAL
Assistant Sign Fabricator									1		1
Auger Operator									3		3
Carpenter							1				1
Crew Leader							1			8	9
Electrician									16		16
Equipment Painter							1				1
Float Operator										42	42
Front End Broom Operator										1	1
Grade Person										5	5
Grader Operator										19	19
Janitor							4				4
Laborer II							1		14	10	25
Loader Operator										6	6
Mechanic							33				33
Radio Repairman									1		1
Shoulder Maintainer										6	6
Shovel Operator										6	6
Sign Fabricator									1		1

Authorized Positions

Budget Exhibit A-5

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	HIGHWAY MAINTENANCE	TOTAL
Sign Truck Driver									8		8
Skilled Laborer I							3		10	5	18
Small Tool Repairman/Janitor										1	1
Solid State Electrician									1		1
Stock Clerk							4				4
Storekeeper							2				2
Street Sign Blade Installer									1		1
Tandem Float Driver										33	33
Tire Repair							1			5	6
Tractor Semi Driver										7	7
Tree Trimmer										6	6
Vactor Operator										3	3
Watchman							3				3

Authorized Positions

History of Road Commission for Oakland County Budgeted Positions

	<u>1988 Amended Budget</u>	<u>1989 Amended Budget</u>	<u>1990 Amended Budget</u>	<u>1991 Amended Budget</u>
Managing Director	5	10 ¹	14 ²	9 ⁴
Clerk of the Board	4	4	0 ²	0
Planning & Development	18	13 ¹	13	13
Citizen Services	6	6	6	6
Finance	16	16	16	16
Legal	5	5	5	10 ⁴
Central Operations	13	13	75 ³	75
Personnel	6	6	6	6
Engineering	86	86	86	87
Traffic Safety	104	104	103	103
Maintenance	<u>277</u>	<u>277</u>	<u>222</u> ³	<u>222</u>
Totals	540	540	546	547

- 1 In 1989, Risk Management was transferred to the Managing Director's Department.
- 2 In 1990, four budgeted positions from the Clerk of the Board were added to the Managing Director's Department.
- 3 The Road Commission reorganized in 1990 combining two divisions from Highway Maintenance (Buildings and Grounds, Fleet Maintenance) with the Purchasing Department to create the Central Operations Department.
- 4 In 1991, Risk Management was transferred to the Legal Department.

Budget Exhibit A-6

APPROPRIATION SUMMARY -- OPERATING BY OBJECT

Salaries	\$19,616,499
Contracted Services	5,924,663
Materials, Supplies & Parts	6,681,204
Other Expenses	3,790,900
Fixed Charges	11,247,693
Capital Outlay	<u>299,650</u>
TOTAL	\$47,560,609

1992 ROAD IMPROVEMENT PROGRAM

SOURCES OF FUNDING

<u>Description</u>	<u>Federal Aid, "C" & "A" Funds</u>	<u>City Share</u>	<u>Township Share</u>	<u>County Share</u>	<u>RCOC Share</u>	<u>Totals</u>
Safety Widening	\$2,925,000	\$ 467,500	\$ 15,000		\$ 482,500	\$ 3,890,000
Safety Intersections		0	15,000		15,000	30,000
Contract Maintenance Pavement					80,000	80,000
Safety Bridges	647,750	65,000	56,125		121,125	890,000
Contract Maintenance Bridge			92,000		92,000	184,000
Drainage Improvements		12,500	12,500		25,000	50,000
Pave Gravel	105,000				35,000	140,000
Tri-Party Program		250,000	250,000	500,000	500,000	1,500,000
Subtotal:	3,677,750	795,000	440,625	500,000	1,350,625	6,764,000
<u>1992 Completion of 1991 Projects in Progress:</u>						
Safety Widening	\$9,725,000	\$ 846,417			787,583	\$11,359,000
Tri-Party		83,667	250,000	333,666	333,667	1,001,000
Other	655,894	433,858			690,689	1,780,441
Subtotal:	10,380,894	1,363,942	250,000	333,666	1,811,939	14,140,441
Total 1992 Road Improvement Program:	\$14,058,644	\$2,158,942	\$690,625	\$833,666	\$3,162,564	\$20,904,441
Special Assessment Districts:						3,775,000
GRAND TOTAL:	\$14,058,644	\$2,158,942	\$690,625	\$833,666	\$3,162,564	\$24,679,441

Summary of Debt

SUMMARY EXPLANATION OF DEBT

The Road Commission for Oakland County borrowed \$2,500,000 in 1984 from the Transportation Bonding Loan Program. This money was used for the intersection of Big Beaver and Rochester Roads. In 1986, \$5,500,000 of Michigan Transportation Fund revenue notes was issued and in 1987, an additional \$4,000,000 of revenue notes was issued. This money was spent on the three "R" road projects (Resurfacing, Restoration, Rehabilitation), which required the highest priority for maintenance. In 1986 and 1987, sixty eight miles of roads received safety improvements and new surfaces.

The borrowing for the Road Commission for Oakland County Special Assessment Fund is to pay for costs incurred in the construction of subdivision streets. Notes are issued to fund this construction. These costs are specially assessed to the owners of the property and reimbursed over a ten year period.

SUMMARY OF FUNDED DEBT
FISCAL YEAR ENDING SEPTEMBER 30, 1992

Description of Debt	Fund Servicing Debt	Debt Outstanding 9/30/91	1992 Debt Service Payments	
			Principal	Interest
\$2,500,000 1984 Transportation Bonding Program Loan 10.22%	Road Fund	\$1,709,750	\$ 151,750	\$ 179,171
\$5,500,000 Michigan Transportation Fund Revenue Notes of 1986 5.5%-7.7%	Road Fund	2,200,000	550,000	164,450
\$4,000,000 Michigan Transportation Fund Revenue Notes of 1987 4.5%-6.4% (Series B)	Road Fund	2,400,000	400,000	141,600
Total Road Fund		<u>\$6,309,750</u>	<u>\$1,101,750</u>	<u>\$ 485,221</u>
\$4,000,000 Michigan Transportation Fund Revenue Notes of 1982 8.24%-12.25%	S.A.D. Fund	400,000	400,000	38,000
\$4,000,000 Michigan Transportation Fund Revenue Notes of 1984 6.0%-8.7%	S.A.D. Fund	800,000	400,000	68,800
\$4,000,000 Michigan Transportation Fund Revenue Notes of 1987 3.75%-5.40%	S.A.D. Fund	2,000,000	400,000	104,000
\$4,000,000 Michigan Transportation Fund Revenue Notes of 1989 4.25% to 9.25%	S.A.D. Fund	2,800,000	400,000	208,700
\$4,000,000 Michigan Transportation Fund Revenue Notes of 1992 Projection	S.A.D. Fund	4,000,000	400,000	150,000
Total S.A.D. Fund		<u>\$10,000,000</u>	<u>\$2,000,000</u>	<u>\$ 569,500</u>
Installment Purchase			469,684	

1992 DEBT SERVICE

	Road Fund	S.A.D. Fund
Principal	\$1,101,750	\$2,000,000
Interest	485,221	569,500
Installment Purchase -- 1992	56,655	
Installment Purchase Prior Yrs.	413,029	
TOTAL DEBT SERVICE	<u>\$2,056,655</u>	<u>\$2,569,500</u>

ROAD FUND

STATEMENT OF CHANGE IN FUND BALANCE

	Actual Fiscal Year Ended 9/30/90	Before Audit Fiscal Year Ending 9/30/91	1992 Budget Fiscal Year Ending 9/30/92
Beginning Fund Balance	\$10,243,814	\$ 5,983,437	\$ 5,317,437
Revenues	53,863,036	63,840,125	63,430,811
Expenditures	58,123,413	64,506,125	63,971,500
Excess Revenues over (under) Expenditures	\$(4,260,377)	\$ (666,000)	\$ (540,689)
Ending Fund Balance	*\$ 5,983,437	\$ 5,317,437	\$ 4,776,748

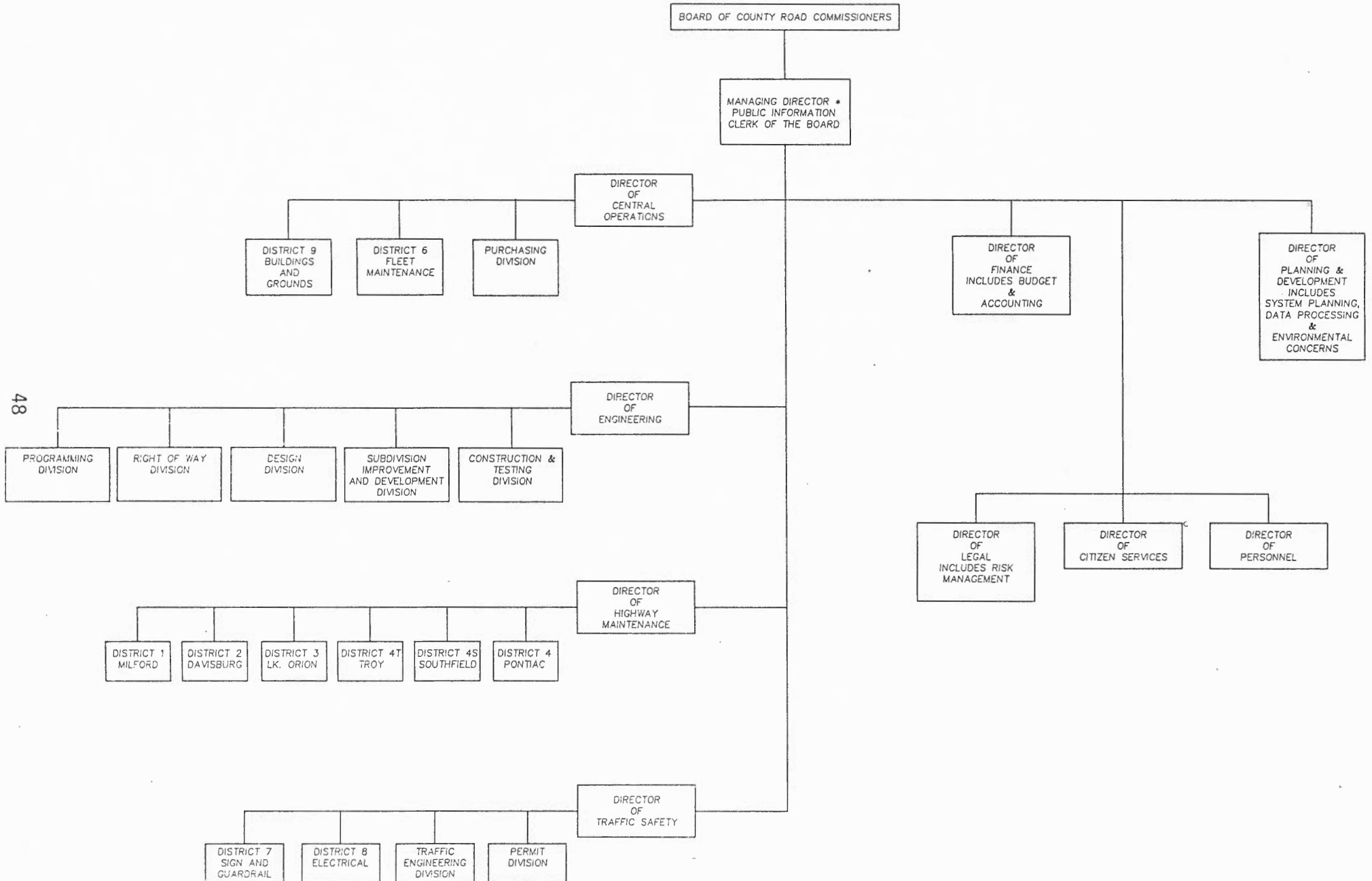
* Analysis of Ending Fund Balance:

Reserved for 1991 Budget	\$ 666,000
Reserved for long term portion of the provision for self-insured losses and compensated absences	5,317,437

Total 9/30/90

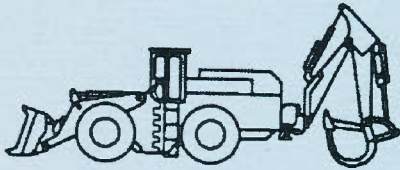
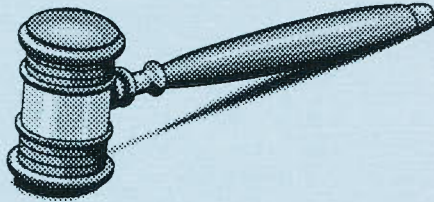
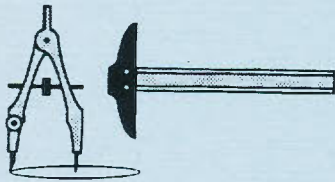
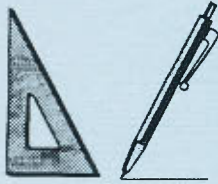
\$5,983,437

ROAD COMMISSION FOR OAKLAND COUNTY ORGANIZATION STRUCTURE



48

Departments



Departments

Object Detail

Department: Board of Road Commissioners

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$ 31,000
Contracted Services		
Audit	\$ 51,700	
Membership Fees & Dues	<u>300</u>	
		52,000
Materials, Supplies & Parts		
Stationery & Office Supplies		400
Other Expenses		
Awards - Employees & Retirees	9,300	
Books, Subscriptions & Publications	400	
Travel	<u>15,000</u>	
		24,700
TOTAL		<u>\$108,100</u>

Departments

Position - Salary Detail

Department: Board of Road Commissioners

	<u>Salary</u>		<u>Appropriation</u>
	<u>Minimum</u>	<u>Maximum</u>	
Road Commissioners	\$10,000	\$11,000	\$ 31,000
			<hr/>
	TOTAL SALARIES		\$31,000

Departments

MANAGING DIRECTOR DEPARTMENT

The Clerk of the Board is the "Official Keeper of Records" charged with the responsibility of providing and maintaining all official Road Commission records, and making available to all departments an accurate and up-to-date filing system of these records.

The Clerk's Office also receipts, balances, and prepares deposits for all incoming Road Commission monies; places and handles billings of advertising for projects and materials; tabulates all equipment and material bids; processes all incoming and outgoing mail; mails all press releases; processes all incoming materials for the weekly Board meeting; and prepares the agenda and minutes for the weekly Board meeting.

Departments

Object Detail

Department: Managing Director

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$428,974
Contracted Services		
Annual Report	\$ 50,000	
Membership Fees & Dues	900	
Professional Services	<u>91,500</u>	142,400
Materials, Supplies & Parts		
Photography Expense	1,500	
Stationery & Office Supplies	<u>7,300</u>	8,800
Other Expenses		
Advertising	36,500	
Books, Subscriptions & Publications	4,000	
Postage	36,500	
Training	500	
Travel	<u>14,500</u>	92,000
TOTAL		<u>\$672,174</u>

Departments

Position - Salary Detail

Department: Managing Director

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Managing Director*	\$64,100	\$89,600	\$ 89,600
1	Deputy Managing Director	57,700	75,800	74,875
1	Assistant Managing Director**	55,100	72,500	72,500
1	Assistant to the Managing Director for Public Information	41,418	46,968	46,968
1	Deputy Secretary-Clerk	31,992	36,217	33,855
1	Office Manager	28,676	32,386	30,160
1	Account Clerk II	24,895	26,349	26,349
1	Typist Clerk II	22,759	24,067	23,627
1	Commission Receptionist	21,094	22,292	22,292
9	TOTAL			\$420,226
		Overtime		300
		Seasonal		7,500
		Longevity		948
		TOTAL SALARIES		\$428,974

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

** The Assistant Managing Director serves as the County Highway Engineer.

Departments

PLANNING & DEVELOPMENT DEPARTMENT

The following provides a summary of the activities conducted by Planning & Development.

Systems Planning provides technical and administrative assistance to the Road Commission in the areas of research, evaluation, and planning.

Key functions include:

- Analyzing accident data for the development of the Road Improvement Program
- Evaluating the accident impacts of specific improvements, policies, and procedures
- Developing procedures for evaluating the benefits of road projects
- Designing and implementing the RCOC computer system
- Developing programs and procedures to assist RCOC operations (pavement management systems, photologs, etc.)
- Evaluating transportation issues for their impact on RCOC
- Providing staff liaison to various state, regional and local transportation agencies and committees
- Monitoring county-wide development and evaluating the impact of that development on the transportation system
- Determining future transportation needs
- Evaluating requests for road certification or abandonment
- Developing and updating road functional classifications
- Evaluating road network decisions for planning purposes
- Providing staff support for the Federal Aid Urban Systems Funding Task Force
- Developing a long-range transportation plan
- Assisting the operating departments with departmental planning.

Departments

The **Environmental Concerns** staff reviews special assessment and proposed construction projects for any potential social, economic or environmental conflict; prepares environmental studies in compliance with the National Environmental Policy Act in order to become eligible for federal funding; and assists other departments in complying with rules for storage/disposal of hazardous wastes. The staff also processes Natural Beauty Road petitions, attends public meetings, examines environmental complaints or concerns that the public or local officials have about RCOC practices or proposed projects, and conducts or oversees air, noise and water quality studies.

Environmental Concerns also prepares assessments and attends informational meetings; reviews the Road Improvement Program to determine the need for public involvement; monitors construction projects that have environmental issues to ensure compliance with state/local rules and regulations; and reviews site and bikeway plans and environmental reports prepared by other agencies.

Data Processing provides agency-wide computer support by writing and maintaining computer programs; entering and editing data into computer files; and assisting computer users in identifying and specifying new data needs and in modifying existing needs.

Data Processing also identifies, designs, and specifies computer system improvements to maintain and improve the level of computer service to the agency. Staff programmers and analysts serve as technical advisors to various committees and task groups dealing with the agency needs.

Other tasks include assisting in training personnel in computer usage, evaluating the applicability of commercially available computer programs to RCOC's needs, and developing new methods for analyzing RCOC data.

Departments

Object Detail

Department: Planning & Development

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$524,737
Contracted Services		
EDP Services	\$112,200	
Membership Fees & Dues	470	
Professional Services	<u>66,000</u>	178,670
Materials, Supplies & Parts		
Data Processing Supplies	21,000	
Photography Expense	2,000	
Stationery & Office Supplies	<u>6,500</u>	29,500
Other Expenses		
Books, Subscriptions & Publications	700	
Travel	<u>2,900</u>	3,600
TOTAL		<u>\$736,507</u>

Departments

Position - Salary Detail

Department: Planning & Development

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Planning and Development	\$48,800	\$64,600	\$ 64,600
1	Transportation Planning Coordinator	46,764	53,074	51,091
1	Environmental Concerns Coordinator	41,418	46,968	46,968
1	Planner III	38,629	43,910	42,402
1	Data Processing Supervisor	38,629	43,910	43,910
1	Planner II	34,565	39,073	39,073
1	Computer Programmer	31,456	35,521	35,521
1	Computer Technician		34,979	34,979
1	Planner I	28,711	32,386	32,386
1	Environmentalist I	28,711	32,386	32,386
1	Senior Secretary	28,711	32,386	32,386
2	Data Entry Operator	22,759	24,067	48,134
13	TOTAL			<u>\$503,836</u>
	Overtime			8,000
	Seasonal			500
	Longevity			12,401
	TOTAL SALARIES			<u>\$524,737</u>

Departments

CITIZEN SERVICES DEPARTMENT

The Department of Citizen Services originated in 1973. Its responsibility is to serve the citizens of Oakland County for service and information requests. Among the 15,000 to 20,000 requests received annually on 2,700 miles of public roads in Oakland County are requests involving winter maintenance, pot holes, drainage, traffic signs and signals, pavement markings, and construction projects.

This Department also administers the Road Commission's summer dust control program for residents who reside on gravel roads. In 1990, the program covered 330 miles of gravel roads, more than one third of the total gravel road mileage in the county.

Departments

Object Detail

Department: Citizen Services

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$198,047
Materials, Supplies & Parts		
Photography Expense	\$ 240	
Stationery & Office Supplies	<u>3,240</u>	
		3,480
Other Expenses		
Books, Subscriptions & Publications		30
		<hr/>
TOTAL		\$201,557

Departments

Position - Salary Detail

Department: Citizen Services

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Citizen Services	\$43,000	\$54,300	\$ 54,300
1	Citizen Services Coordinator	31,456	35,521	35,521
4	Citizen Services Clerk	24,895	26,349	103,942
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6	TOTAL			\$193,763
				<hr/>
			Overtime	500
			Seasonal	-0-
			Longevity	3,784
				<hr/>
			TOTAL SALARIES	\$198,047

Departments

FINANCE DEPARTMENT

The function of the Finance Department is to plan, coordinate, and administer all of the accounting, financial, and budgetary functions of the Road Commission, including preparation of financial statements. The Finance Department is responsible for the administration of the Road Commission's Three-Year Financial Plan, in which all operating department directors participate. The Finance Department is also charged with the administration of the Road Commission for Oakland County Retirement System and Section 457 Deferred Compensation Plan. Other key functions include cash management, investment of idle funds, handling the issuance of notes and bonds, and financial analysis of special projects to assist the Managing Director in decision making.

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

The Budget section prepares and administers the Road Commission's fiscal budget, including preparation of the budget document and the administration of appropriation transfers authorizing revisions to the budget. It also analyzes and distributes the monthly Budget vs Actual reports and assists the operating departments in identifying and resolving variances. The Budget section also does the accounting for the Road Improvement Program, including billing local units of government for their agreed participation in road projects.

Departments

Object Detail

Department: Finance

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$548,686
Contracted Services		
EDP Services	\$ 960	
Membership Fees & Dues	430	
Professional Services	<u>4,800</u>	
		6,190
Materials, Supplies & Parts		
Stationery & Office Supplies		9,000
Other Expenses		
Books, Subscriptions & Publications	635	
Travel	<u>765</u>	
		1,400
Fixed Charges		
Retirement Administrative Expense		18,000
TOTAL		<u>\$583,276</u>

Departments

Position - Salary Detail

Department: Finance

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Finance	\$52,500	\$69,500	\$ 62,352
1	Accounting Supervisor	41,418	46,968	46,331
1	Budget Supervisor	35,451	40,857	40,857
1	Accountant II	34,565	39,073	39,073
1	Payroll Accountant	28,711	32,386	32,386
1	Construction Accountant	28,711	32,386	32,386
1	Accounts Payable Clerk	27,896	30,034	30,034
8	Account Clerk II	24,895	26,349	210,792
1	Secretary	24,895	26,349	26,349
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16	TOTAL			\$520,560
			Overtime	12,400
			Seasonal	4,000
			Longevity	11,726
			<hr/>	<hr/>
			TOTAL SALARIES	\$548,686

Departments

LEGAL DEPARTMENT

The responsibility of the Legal Department is to manage the legal affairs of the Road Commission and to advise and assist all agency personnel to ensure that all actions taken are consistent with relevant laws and are in accordance with the Board's enacted policies, the directives of the Office of the Managing Director, and the vision and mission of the Road Commission. Additionally, the Legal Department is responsible for the Risk Management function of the Road Commission, principally involving accident analysis and dissemination of information to agency personnel directed toward risk identification and reduction.

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

- Litigation and loss management, which includes the management of all claims and litigation involving the Board, its officials, and employees. This also includes the management of the Road Commission Trial Assistant Program and coordination of all employee involvement related to litigation matters.
- Statutorily-mandated duties, which includes responsibility for various proceedings authorized by statute, including but not limited to: Abandonment petitions, highway jurisdiction transfers, and Freedom of Information Act compliance.
- Legal opinions and research, which includes the drafting of legal opinions at the request of the Board, the Managing Director and other departments, as well as topical research in conjunction with specific legal issues and an ongoing review and analysis of all relevant State/Federal court decisions and Michigan/Federal statutes which impact the agency.

Departments

- Contract drafting/review, including the preparation and/or review of agreements between the Board and numerous entities, including but not limited to: the Michigan Department of Transportation, municipalities, townships, county government, other road commissions, contractors, banks and insurance carriers.
- Agency operations, which includes formal and informal opinions regarding the operational procedures of other Road Commission departments and investigation/representation of the agency in administrative proceedings.
- Special projects as directed by the Office of the Managing Director, which may include the drafting of proposed legislation, drafting and/or review of all Board Directives, and membership in various agency committees.
- Risk Management function, including the following: responsibility for management and coordination of the Road Commission's insurance and self-insurance program for liability, property and workers' compensation; negotiations with insurance carriers; inspections of Road Commission buildings and field work sites; compilation and analysis of accident data and recommendations to all levels of supervision and the Road Commission work force in identifying methods for reducing the risk of injury both to employees and to the traveling public; overseeing agency compliance with MIOSHA Regulations; and chairing the Risk Management Program Coordinating Committee and Employee Safety Committee.

Departments

Object Detail

Department: Legal

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$389,064
Contracted Services		
Professional Services		12,000
Materials, Supplies & Parts		
Photography Expense	100	
Stationery & Office Supplies	<u>5,900</u>	6,000
Other Expenses		
Awards - Employees & Retirees	2,500	
Books, Subscriptions & Publications	11,100	
Training	500	
Safety Control Expense	9,000	
Travel	<u>500</u>	23,600
TOTAL		<u>\$430,664</u>

Departments

Position - Salary Detail

Department: Legal

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Legal	\$48,800	\$64,600	\$ 64,600
1	Chief Attorney of Litigation & Loss Management	44,092	50,016	50,016
1	Risk Management Program Coordinator	41,418	46,968	46,968
2	Attorney II	38,008	43,051	86,102
1	Safety Supervisor	34,527	39,072	39,072
1	Secretary	24,042	27,084	27,084
1	Risk & Insurance Analyst II	31,456	35,521	33,690
1	Account Clerk II	24,895	26,349	26,349
9	TOTAL			<u>\$373,881</u>
		Overtime		2,500
		Seasonal		8,000
		Longevity		4,683
		TOTAL SALARIES		<u>\$389,064</u>

Departments

PERSONNEL DEPARTMENT

The Personnel Department provides a complete range of employee and human resource services utilizing staff specialists in employee benefits, classification and compensation, training, and employee relations. Labor relations, with four union locals, are the primary responsibility of the department director. Subtitled with the broad spectrum of these general topics are benefit information systems, United Way and U.S. Savings Bond campaigns, classification audits, job descriptions, wage surveys, employee recruiting, interview participation, applicant tracking, transfers, promotions, and employee discipline.

Other concerns include the administration of the tuition reimbursement program, long-range training plans, employee orientation, the investigation of employee complaints, assistance with equal employment opportunity issues, and maintenance of the Affirmative Action Plan.

Departments

Object Detail

Department: Personnel

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$249,969
Contracted Services		
Labor Relations	\$ 37,000	
Membership Fees & Dues	225	
Professional Services	<u>20,000</u>	
		57,225
Materials, Supplies & Parts		
Stationery & Office Supplies		5,500
Other Expenses		
Advertising	1,500	
Books, Subscriptions & Publications	1,370	
Medical Exams	7,500	
Training	3,000	
Travel	<u>1,000</u>	
		14,370
TOTAL		<u>\$327,064</u>

Departments

Position - Salary Detail

Department: Personnel

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Personnel	\$43,000	\$54,300	\$ 54,300
1	Senior Personnel Specialist	38,629	45,500	45,500
3	Personnel Specialist	34,527	39,072	112,671
1	Secretary	24,042	27,084	26,473
<hr/>				
6	TOTAL			<u>\$238,944</u>
		Overtime		500
		Seasonal		6,000
		Longevity		4,525
		<hr/>		
		TOTAL SALARIES		<u>\$249,969</u>

Departments

CENTRAL OPERATIONS DEPARTMENT

The Central Operations Department includes the Purchasing Division, Fleet Maintenance (District #6), and Buildings & Grounds (District #9).

The Purchasing Division is responsible for expenditures of approximately \$10 million annually which include but are not limited to:

Concrete sawing, tree trimming, refuse disposal, roadside spraying, cars, trucks, vans, front end loaders, graders, rollers, excavators, compactors, concrete saws, mowers, snow plows, fuel dispensing pumps, etc.

Bulk items, e.g., salt, tires, gravel, gasoline, motor oil, diesel fuel, grader blades, liquid calcium chloride, cold patch, and hot patch.

Garage supplies and tools, e.g., tire changers, grinders, battery chargers, hydraulic jacks, air hammers, impact wrenches, mechanics hand tools, electric drills and various other hand tools.

Engineering laboratory equipment and supplies, e.g., chemicals, metal locators, measuring wheels, survey equipment, drafting equipment, and supplies.

Traffic equipment and supplies, e.g., post drivers, truck-mounted augers, illuminated arrows, two-way radios, signs, sign posts, sign blanks, and decals.

Other items, e.g., corrugated metal culvert pipe, cement pipe, sod, grass seed, office furniture and equipment, stationery, printing and office supplies, and automotive replacement and repair parts.

The Purchasing Division is also responsible for the inventory control function which includes the warehousing of approximately \$2 million in inventory. Other duties include making travel and hotel arrangements, and responsibility for the telephone system.

Fleet Maintenance is responsible for the repair and maintenance of equipment, e.g., trucks, pickups, sedans, graders, plows, trailers, excavators, spreaders, mowers, saws, aerial equipment, traffic counters, and radios.

Buildings & Grounds is responsible for the maintenance and repair of all buildings and grounds, security service, office machine repairs, and utilities.

Departments

Object Detail

Department: Central Operations

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$2,707,752
Contracted Services		
Maintenance Contracts	\$ 34,900	
Membership Fees & Dues	175	
Security Services	16,250	
Fire Extinguisher Service	1,400	
Car Washing	4,500	
Building & Equipment Leases	80,600	
Disposal of Hazardous Waste Materials	<u>5,000</u>	
		142,825
Materials, Supplies & Parts		
Brine Well Expense	10,000	
Buildings & Grounds Maintenance	116,700	
Small Tools	2,000	
Repair to Fuel Equipment	10,000	
Laundry Expense	44,100	
Garage Expense	60,000	
Garage Equipment Repair	38,000	
Gas, Oil & Diesel Fuel	518,000	
Road & General Equipment Repair	1,394,750	
Vehicle Safety Improvement	10,000	
Janitor & Restroom Supplies	35,000	
Stationery & Office Supplies	15,000	
Garage Small Tools	<u>32,500</u>	
		2,286,050
Other Expenses		
Books, Subscriptions & Publications	100	
Maintenance Contracts-Office Equipment	21,000	
Training	2,400	
Safety Control Expense	5,000	
Travel	<u>100</u>	
		28,600

Departments

Object Detail

Department: Central Operations (Continued)

<u>Object</u>		<u>Appropriation</u>
Fixed Charges		
Electrical	\$215,000	
Heat	200,838	
Telephone	150,000	
Water	6,000	
Workers' Comp.-Self Insured Expense	<u>67,500</u>	\$ 639,338
Capital Outlay		
Buildings	85,750	
Shop Equipment	12,000	
Storage Facilities	<u>75,000</u>	172,750
TOTAL		<u>\$5,977,315</u>

Departments

Position - Salary Detail

Department: Central Operations

Office of Director

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Central Operations	\$48,800	\$64,600	\$ 64,600
1	Fleet Manager	38,629	43,910	43,910
1	Secretary	24,895	26,349	26,349
<hr/>				
3	TOTAL			\$134,859
		Overtime		2,500
		Seasonal		0
		Longevity		4,391
		<hr/>		
		TOTAL SALARIES		\$141,750

Departments

Position - Salary Detail

Department: Central Operations

Division: Purchasing

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Purchasing Division Supervisor	\$38,629	\$43,910	\$ 41,680
1	Inventory Control Chief	31,992	36,217	36,217
2	Purchasing Agent	31,456	35,521	70,240
2	Account Clerk II	24,895	26,349	52,698
1	Typist Clerk II	22,759	24,067	24,067
2	Storekeeper	30,098	31,230	62,460
4	Stock Clerk	28,787	29,889	119,556
13	TOTAL			\$406,918
		Overtime		6,500
		Longevity		12,899
		TOTAL SALARIES AND WAGES		\$426,317

Departments

Position - Salary Detail

Department: Central Operations

District #6: Fleet Maintenance

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$38,682	\$40,638	\$ 40,638
1	Account Clerk I	22,759	24,067	24,067
3	Skilled Foreman	33,936	35,912	107,736
33	Mechanic	32,947	34,207	1,132,311
1	Equipment Painter	30,098	31,230	31,230
1	Tire Repair	29,598	30,727	30,727
1	Laborer II	28,018	29,072	29,072
<hr/> 41	TOTAL			<hr/> \$1,395,781
			Overtime	165,600
			Longevity	39,191
			<hr/> TOTAL SALARIES & WAGES	<hr/> \$1,600,572

Departments

Position - Salary Detail

Department: Central Operations

District #9: Buildings and Grounds

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$38,682	\$40,638	\$ 40,122
1	Skilled Foreman	33,936	35,912	35,912
1	Carpenter	32,947	34,207	34,207
1	Crew Leader	31,803	33,012	33,012
3	Skilled Laborer I	29,598	30,727	92,181
3	Watchman	28,787	29,889	89,667
4	Janitor	24,565	25,487	*104,884
1	Radio Communicator	27,896	30,034	30,034
<hr/>				<hr/>
15	TOTAL			\$460,019
		Overtime		60,000
		Longevity		19,094
				<hr/>
		TOTAL SALARIES & WAGES		\$539,113

*Includes nightshift premium

Departments

ENGINEERING DEPARTMENT

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

The **Right-of-Way Division** performs right-of-way engineering; that is, determines adjacent property needed for road improvement plans. It also provides all legal work necessary for road improvement projects of various types. The division negotiates for and acquires properties needed, if not already owned, by the public. The division does all administrative work associated with right of way, including determining property ownership, appraisals, and necessary documentation. In addition to serving department project needs, the division assists local units of government, utility companies, and citizens with road right-of-way questions.

Subdivision Improvement and Development Division has three major areas of responsibility for public subdivision streets in non-incorporated areas of the county: Administration of acceptance of new streets created by developers; improvement of existing streets by special assessment procedures; and administration of conversions of private streets to public status when the necessary procedures are initiated by townships.

The **Design Division** is responsible for design of all county road improvement projects other than subdivision street improvements (although, at times, it assists with these). Most projects are designed in-house by staff. Other responsibilities include advertising for and qualifying private contractors to construct the projects. The Design Division also conducts public informational meetings and assists in plat review and other functions.

Departments

The **Construction Division**, including testing activities, is responsible for administration of all construction contracts. The division is responsible for quality assurance on all road improvement projects, including assuring that the contractor complies with designs and construction specifications. The division evaluates soils and other factors of a project area prior to design. Testing construction materials at the point of manufacture and on-site both during and after construction is another important responsibility.

On-site inspection of contractors' work is performed throughout a project. Documentation of work accomplished and materials used is conducted for both Road Commission use and for verification to funding agencies -- such as the Federal Highway Administration and the state.

The **Programming Division** is responsible for road improvement projects suggested by various sources both inside and outside the organization, identifying and procuring funding for scheduled projects included in the RCOC budget, and monitoring the progress of projects through final accounting. The division prepares forms for Federal aid and furnishes documents necessary to certify road mileage and conditions as required to qualify for state-collected vehicle fuel and licensing tax funding.

Departments

Object Detail

Department: Engineering

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$3,352,673
Contracted Services		
Copying Equipment	\$ 25,000	
S.A.D. Projects Administration	50,000	
EDP Services	3,000	
Membership Fees & Dues	255	
Professional Services	1,439,750	
Equipment Leases	<u>11,000</u>	
		1,529,005
Materials, Supplies & Parts		
Photography Expenses	1,350	
Stationery & Office Supplies	33,800	
Parts & Supplies	<u>27,000</u>	
		62,150
Other Expenses		
Books, Subscriptions & Publications	800	
Training	7,000	
Safety Control Expense	2,000	
Travel	4,240	
Right of Way Program (Non Project)	<u>5,000</u>	
		19,040
Fixed Charges		
Workers' Comp. - Self Insured Expense		4,100
Capital Outlay		
Road Equipment	1,500	
Engineering Equipment	<u>10,000</u>	
		11,500
TOTAL		<u>\$4,978,468</u>

Departments

Position - Salary Detail

Department: Engineering
 Office of Director

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Engineering	\$48,800	\$64,600	\$60,250
1	Secretary	24,895	26,349	26,349
—				-----
2	TOTAL			\$ 86,599
			Overtime	5,000
			Seasonal	27,120
			Longevity	-0-

	TOTAL SALARIES			\$118,719

Departments

Position - Salary Detail

Department: Engineering

Division: Right of Way

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	R.O.W. & Contracts Engineer	\$44,092	\$50,016	\$ 50,016
1	Attorney II	38,008	43,051	43,051
1	Engineering Technician III	31,992	36,217	36,217
2	R.O.W. Negotiator II	31,456	35,521	69,916
1	Engineering Technician II	28,711	32,386	32,386
1	Engineering Aide	27,896	30,034	30,034
1	Typist Clerk II	22,759	24,067	24,067
8	TOTAL			\$285,687
	Overtime			5,000
	Longevity			17,483
	TOTAL SALARIES			\$308,170

Departments

Position - Salary Detail

Department: Engineering

Division: Subdivision Improvement & Development

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	S.I.D. Supervisor	\$46,764	\$53,074	\$ 53,074
2	Civil Engineer III	38,629	43,910	87,820
1	Engineering Technician III	31,992	36,217	36,217
1	Plat Analyst	31,456	35,521	35,521
1	Special Assessment Analyst	31,456	35,521	35,521
3	Engineering Technician II	28,711	32,386	96,602
2	Engineering Inspector II	28,711	32,386	64,772
1	Engineering Aide	27,896	30,034	30,034
1	Stenographer	22,759	24,067	24,067
<hr/>				<hr/>
13	TOTAL			\$463,628
		Overtime		30,000
		Longevity		27,673
				<hr/>
		TOTAL SALARIES		\$521,301

Departments

Position - Salary Detail

Department: Engineering

Division: Design

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Design Engineer	\$46,764	\$53,074	\$ 49,200
2	Civil Engineer III	38,629	43,910	86,195
2	Civil Engineer II	34,565	39,073	77,063
1	Survey Crew Chief	31,992	36,217	36,217
6	Engineering Technician II	28,711	32,386	194,316
1	Survey Instrumentman	27,896	30,034	30,034
1	Rodman	22,759	24,067	24,067
14	TOTAL			\$497,092
	Overtime			35,000
	Longevity			11,207
	TOTAL SALARIES			\$543,299

Departments

Position - Salary Detail

Department: Engineering

Division: Construction & Testing

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Construction Engineer	\$46,764	\$53,074	\$ 53,074
3	Civil Engineer III	38,629	43,910	132,730
1	Civil Engineer II	34,565	39,073	39,073
2	Engineering Inspector III	31,992	36,217	71,168
1	Utilities Coordinator	31,456	35,521	35,521
3	Survey Crew Chief	31,992	36,217	108,651
19	Engineering Inspector II	28,711	32,386	612,252
1	Engineering Technician II	28,711	32,386	30,034
3	Survey Instrumentman	27,896	30,034	90,102
1	Account Clerk II	24,895	26,349	26,349
3	Rodman	22,759	24,067	72,201
1	Stenographer	22,759	24,067	24,067
39	TOTAL			<u>\$1,295,222</u>
		Overtime		245,000
		Longevity		88,548
		TOTAL SALARIES		<u>\$1,628,770</u>

Departments

Position - Salary Detail

Department: Engineering

Division: Programming

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Programming Supervisor	\$44,092	\$50,016	\$ 50,016
1	Civil Engineer III	38,629	43,910	41,153
1	Civil Engineer II	34,565	39,073	39,073
1	Engineering Technician II	28,711	32,386	32,386
1	Engineering Aide	27,896	30,034	30,034
1	Typist Clerk II	22,759	24,067	24,067
6	TOTAL			<u>\$216,729</u>
		Overtime		5,000
		Longevity		10,685
		TOTAL SALARIES		<u>\$232,414</u>

Departments

TRAFFIC SAFETY DEPARTMENT

Traffic Safety consists of three divisions and two districts: Office of the Director, Traffic Engineering Division, Permits Division, District #7 (traffic signs and guardrail), and District #8 (traffic signals and other electrical devices).

The Traffic Engineering Division's activities include the study, planning and design for the safe and efficient movement of traffic on roads in Oakland County. This includes collecting and analyzing traffic data, analyzing traffic accident information, and reviewing the geometrics on construction plans. In addition, the Traffic Engineering Division provides engineering services to the operating districts which are responsible for installing and maintaining the traffic signs, traffic signals, and guardrails on the road system.

The Permit Division handles the issuance of permits to perform work on Road Commission rights of way. Permits are issued for commercial and private driveways, private roads, public utilities, overweight and oversized vehicles, road oiling/chloriding, and various other work activities performed by contractors, citizens, and others in the right of way. After issuance of the permit, the Permit Division is also responsible for the inspection of the work by the permit licensee to ensure the work is done in accordance with Road Commission for Oakland County standards.

	<u>FY90 Budget</u>	<u>FY91 Budget</u>	<u>FY92 Budget</u>
Traffic Signal Installations	25	17	19
Traffic Signal Modernizations	111	71	76
Traffic Signal Maintenance (number of signals maintained)	1,025	1,136	1,185
Traffic Sign Maintenance (number of signs maintained)	24,107	25,100	26,000
Guardrails (length of new material to be used)	21,713	19,625	6,000
Permit Fees	\$200,000	\$200,000	\$250,000
Inspection Charges	\$210,000	\$250,000	\$235,000

Departments

Object Detail

Department: Traffic Safety

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$3,619,698
Contracted Services		
EDP Services	3,100	
Maintenance Contracts	\$849,535	
Membership Fees & Dues	720	
Street Lighting Utilities	18,300	
Traffic Signal Utilities	712,000	
Disposal of Hazardous Waste Materials	1,000	
I.V.H.S.	<u>100,000</u>	
		1,684,655
Materials Supplies & Parts		
Small Tools	24,000	
Photography Expenses	4,500	
Materials-Electric Installation & Modernization	270,173	
Uniform Expense	100	
Materials-Electric Maintenance	200,000	
Road & General Equipment Repair	8,000	
Stationery & Office Supplies	23,500	
Signs & Materials	390,626	
Guardrail & Miscellaneous	198,327	
Radio Communication & Repair	<u>20,000</u>	
		1,139,226
Other Expenses		
Books, Subscriptions & Publications	500	
Training	1,300	
Safety Control Expense	13,500	
Travel	1,550	
Special Training - District #8	<u>8,000</u>	
		24,850
Fixed Charges		
Workers' Comp.-Self Insured Expense		73,500
Capital Outlay		
Road Equipment	1,000	
Shop Equipment	<u>4,400</u>	
		5,400
TOTAL		<u>\$6,547,329</u>

Departments

Position - Salary Detail

Department: Traffic Safety

Office of Director

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Traffic Safety	\$48,800	\$64,600	\$ 64,600
1	Secretary	24,895	26,349	26,349
—				—
2	TOTAL			\$ 90,949
	Overtime			250
	Seasonal			3,750
	Longevity			2,635
				—
	TOTAL SALARIES			\$97,584

Departments

Position - Salary Detail

Department: Traffic Safety

Division: Traffic Engineering

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Traffic Engineer	\$44,092	\$50,016	\$ 50,016
3	Civil Engineer III	38,629	43,910	129,759
1	Civil Engineer II	34,565	39,073	38,464
9	Engineering Technician II	28,711	32,386	289,122
1	Typist Clerk II	22,759	24,067	24,067
—				—
15	TOTAL			\$531,428
		Overtime		40,000
		Longevity		35,337
				—
		TOTAL SALARIES		\$606,765

Departments

Position - Salary Detail

Department: Traffic Safety

District #7: Sign Shop

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$38,682	\$40,638	\$ 39,096
1	Account Clerk I	22,759	24,067	24,067
3	Foreman	32,553	34,039	102,117
3	Auger Operator	31,803	33,012	99,036
8	Sign Truck Driver	30,098	31,230	249,840
1	Street Sign Blade Installer	30,098	31,230	31,230
1	Sign Fabricator	30,098	31,230	31,230
1	Asst. Sign Fabricator	29,598	30,727	30,727
5	Skilled Laborer I	29,598	30,727	153,635
14	Laborer II	28,018	29,072	408,766
<hr/>				<hr/>
38	TOTAL			\$1,169,744
	Overtime			65,000
	Longevity			70,294
	Winter Maintenance Transfer			(54,186)
				<hr/>
	TOTAL SALARIES & WAGES			\$1,250,852

Departments

Position - Salary Detail

Department: Traffic Safety

District #8: Electrical Services

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$38,682	\$40,638	\$ 40,638
1	Account Clerk I	22,759	24,067	24,067
3	Skilled Foreman	33,936	35,912	107,736
1	Solid State Electrician	32,947	34,207	34,207
16	Electrician	32,947	34,207	537,501
1	Radio Repairman	30,597	31,754	31,754
5	Skilled Laborer I	29,598	30,727	153,635
—				
28	TOTAL			\$929,538
		Overtime		140,000
		Longevity		54,603
		TOTAL SALARIES & WAGES		\$1,124,141

Departments

Position - Salary Detail

Department: Traffic Safety

Division: Permits

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Permit Engineer	\$44,092	\$50,016	\$ 50,016
1	Civil Engineer II	34,565	39,073	39,073
2	Engineering Inspector III	31,992	36,217	72,434
1	Chief Weighmaster	29,769	33,645	33,645
6	Engineering Inspector II	28,711	32,386	193,462
1	Office Manager	28,711	32,386	32,386
1	Weighmaster	27,896	30,034	30,034
2	Typist Clerk II	22,759	24,067	46,826
15	TOTAL			<u>\$497,876</u>
			Overtime	10,800
			Longevity	<u>31,680</u>
			TOTAL SALARIES	<u>\$540,356</u>

Departments

HIGHWAY MAINTENANCE DEPARTMENT

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

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

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

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

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

Pot Hole Patching	Snow & Ice Control
Spreading of Gravel & Slag	Chloride Program
Bridge Painting	Herbicides

Contracted services include:

Curb Sweeping	Concrete Pavement Sawing
Joint & Crack Sealing	Maintenance Contracts with Cities and Townships

The following are some of the major materials used in Highway Maintenance operations:

	Estimated Cost Per Unit	1992 Estimated Cost
Gravel -- delivered	\$ 4.50	\$ 86,783
Gravel at pit	3.00	114,855
Sylvax	55.00	33,000
Hot Mix	25.00	239,050
Salt	21.00	1,386,000
Sand	11.30	162,720
Slag	6.70	139,092
Culvert	5.00	28,000

Departments

Object Detail

Department: Highway Maintenance

<u>Object</u>		<u>Appropriation</u>
Salaries (See Position-Salary Detail)		\$7,565,899
Contracted Services		
Maintenance Contracts	\$1,512,718	
Membership Fees & Dues	285	
Weather Forecast Service	3,150	
Outside Equipment Rental	51,000	
Local Maintenance Contracts	547,540	
Disposal of Hazardous Waste Materials	<u>5,000</u>	
		2,119,693
Materials, Supplies & Parts		
Small Tools - Road	48,000	
Barricades	27,000	
Photography Expenses	2,000	
Stationery & Office Supplies	24,300	
Signs & Materials	3,000	
Salt, Sand & Chloride	1,548,720	
Patching Material	311,166	
Gravel & Slag	440,730	
Liquid Chloride	453,250	
Other Road Materials	<u>145,932</u>	
		3,004,098
Other Expenses		
Books, Subscriptions & Publications	315	
Training	2,800	
Safety Control Expense	23,000	
Travel	<u>2,950</u>	
		29,065
Fixed Charges		
Workers' Comp.-Self Insured Expense		166,000
Capital Outlay		
Road Equipment	85,300	
Shop Equipment	24,700	
		110,000
TOTAL		<u>\$12,994,755</u>

Departments

Position - Salary Detail

Department: Highway Maintenance

Office of Director

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Highway Maintenance	\$48,800	\$64,600	\$ 64,600
1	Maint. Operations Engineer	44,092	50,016	50,016
1	Forester	34,565	39,073	39,073
1	Civil Engineer III	38,629	43,910	41,157
1	Foreman	32,553	34,039	34,039
1	Equipment Instructor	31,456	35,521	35,521
1	Maintenance Analyst	31,456	35,521	35,521
1	Engineering Technician II	28,711	32,386	32,386
1	Secretary	24,895	26,349	26,349
1	Typist Clerk II	22,759	24,067	24,067
10	TOTAL			\$382,729
			Overtime	20,885
			Seasonal	0
			Longevity	22,786
			TOTAL SALARIES	\$426,400

Departments

Position - Salary Detail

Department: Highway Maintenance

District #1: Milford

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$38,682	\$40,638	\$ 40,638
1	Account Clerk I	22,759	24,067	24,067
2	Foreman	32,553	34,039	68,078
2	Crew Leader	31,803	33,012	66,024
2	Tree Trimmer	30,098	31,230	62,460
5	Grader Operator	30,098	31,230	156,150
1	Shovel Operator	30,098	31,230	31,230
8	Float Operator	29,598	30,727	245,816
6	Tandem Float Driver	29,598	30,727	184,362
1	Tire Repair	29,598	30,727	30,727
1	Shoulder Maintainer	29,598	30,727	30,727
1	Loader Operator	29,598	30,727	30,727
2	Tractor Semi-Driver	29,598	30,727	61,454
1	Grade Person	28,787	29,889	29,889
1	Laborer II	28,018	29,072	29,072
35	TOTAL			\$1,091,421
	Overtime			159,002
	Longevity			65,975
	Winter Maintenance Transfer and Alternate Shift Premium			(18,062)
	TOTAL SALARIES & WAGES			\$1,298,336

Departments

Position - Salary Detail

Department: Highway Maintenance

District #2: Davisburg

Authorized Positions	Classification	Salary		Appropriation
		Minimum	Maximum	
1	District Superintendent	\$38,682	\$40,638	\$ 40,638
1	Account Clerk I	22,759	24,067	24,067
2	Foreman	32,553	34,039	68,078
2	Crew Leader	31,803	33,012	66,024
2	Tree Trimmer	30,098	31,230	62,460
7	Grader Operator	30,098	31,230	218,610
1	Shovel Operator	30,098	31,230	31,230
8	Float Operator	29,598	30,727	245,816
4	Tandem Float Driver	29,598	30,727	122,908
1	Tire Repair	29,598	30,727	30,727
2	Tractor Semi Driver	29,598	30,727	61,454
1	Loader Operator	29,598	30,727	30,727
1	Vactor Operator	29,598	30,727	30,727
1	Shoulder Maintainer	29,598	30,727	30,727
1	Grade Person	28,787	29,889	29,889
1	Laborer II	28,018	29,072	29,072
36	TOTAL			\$1,123,154
	Overtime			136,320
	Longevity			95,187
	Winter Maintenance Transfer and Alternate Shift Premium			(90,310)
	TOTAL SALARIES & WAGES			\$1,264,351

Departments

Position - Salary Detail

Department: Highway Maintenance

District #3: Lake Orion

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$38,682	\$40,638	\$ 40,638
1	Account Clerk I	22,759	24,067	24,067
3	Foreman	32,553	34,039	102,117
1	Crew Leader	31,803	33,012	33,012
2	Tree Trimmer	30,098	31,230	62,460
5	Grader Operator	30,098	31,230	156,150
1	Shovel Operator	30,098	31,230	31,230
6	Float Operator	29,598	30,727	184,362
1	Shoulder Maintainer	29,598	30,727	30,727
6	Tandem Float Driver	29,598	30,727	184,362
1	Loader Operator	29,598	30,727	30,727
1	Tire Repair	29,598	30,727	30,727
2	Tractor Semi-Driver	29,598	30,727	61,454
1	Grade Person	28,787	29,889	29,889
2	Laborer II	28,018	29,072	58,144
34	TOTAL			\$1,060,066
	Overtime			145,302
	Longevity			77,894
	TOTAL SALARIES & WAGES			\$1,283,262

Departments

Position - Salary Detail

Department: Highway Maintenance

District #4: Pontiac

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$38,682	\$40,638	\$ 40,638
1	Account Clerk I	22,759	24,067	24,067
5	Foreman	32,553	34,039	170,195
1	Crew Leader	31,803	33,012	33,012
2	Grader Operator	30,098	31,230	62,460
2	Shovel Operator	30,098	31,230	62,460
10	Float Operator	29,598	30,727	307,270
1	Loader Operator	29,598	30,727	30,727
3	Skilled Laborer I	29,598	30,727	92,181
2	Shoulder Maintainer	29,598	30,727	61,454
8	Tandem Float Driver	29,598	30,727	245,816
1	Vactor Operator	29,598	30,727	30,727
1	Front End Broom Operator	29,598	30,727	30,727
2	Grade Person	28,787	29,889	59,778
1	Tractor Semi-Driver	29,598	30,727	30,727
1	Small Tool Repairman/Janitor	28,787	29,889	29,889
4	Laborer II	28,018	29,072	116,288
<hr/>				<hr/>
46	TOTAL			\$1,428,416
		Overtime		164,063
		Longevity		49,711
		Winter Maintenance Transfer and Alternate Shift Premium		(18,062)
		TOTAL SALARIES & WAGES		\$1,624,128

Departments

Position - Salary Detail

Department: Highway Maintenance

District #4S: Southfield

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$38,682	\$40,638	\$ 40,638
1	Account Clerk I	22,759	24,067	24,067
2	Foreman	32,553	34,039	68,078
1	Crew Leader	31,803	33,012	33,012
1	Shovel Operator	30,098	31,230	31,230
4	Float Operator	29,598	30,727	122,908
1	Skilled Laborer I	29,598	30,727	30,727
1	Shoulder Maintainer	29,598	30,727	30,727
1	Loader Operator	29,598	30,727	30,727
6	Tandem Float Driver	29,598	30,727	184,362
1	Tire Repair	29,598	30,727	30,727
1	Laborer II	28,018	29,072	29,072
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21	TOTAL			\$656,275
			Overtime	119,550
			Longevity	31,252
			Winter Maintenance Transfer and Alternate Shift Premium	129,024
			<hr/>	<hr/>
			TOTAL SALARIES & WAGES	\$936,101

Departments

Position - Salary Detail

Department: Highway Maintenance

District #4T: Troy

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$38,682	\$40,638	\$ 40,638
1	Account Clerk I	22,759	24,067	24,067
1	Foreman	32,553	34,039	34,039
1	Crew Leader	31,803	33,012	33,012
6	Float Operator	29,598	30,727	184,362
1	Skilled Laborer I	29,598	30,727	30,727
3	Tandem Float Driver	29,598	30,727	92,181
1	Loader Operator	29,598	30,727	30,727
1	Tire Repair	29,598	30,727	30,727
1	Vactor Operator	29,598	30,727	30,727
1	Laborer II	28,018	29,072	29,072
<hr/>				<hr/>
18	TOTAL			\$560,279
	Overtime			84,168
	Longevity			33,578
	Winter Maintenance Transfer and Alternate Shift Premium			55,296
				<hr/>
	TOTAL SALARIES & WAGES			\$733,321

Non-Departmental

NON-DEPARTMENTAL

Materials, Supplies, and Parts

First Aid Supplies

Includes oxygen units, first aid kits, and supplies.

Other Expenses

Building & Contents Insurance

Provides coverage for physical damage to RCOC buildings and contents, mobile (contractor) equipment, licensed vehicles, boiler and machinery, and computer equipment.

Fleet Liability Insurance

Liability insurance for RCOC's car and truck fleet.

Public Official Errors and Omissions

Provides coverage for public officials and employees for errors and omissions.

Fiduciary and Performance Bond

Provides coverage for the pension 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.

Services Fees

Provides funds to pay third party administrators to adjust claims in general liability and workers' compensation exposures.

Auto Physical Damage

Provides funds for repairing physical damage to RCOC vehicles.

Non-Departmental

NON-DEPARTMENTAL (continued)

Special Risk Liability -- Self Insured Expense

The Road Commission is self-insured in special risk exposures. This includes, but is not limited to, pollution liability and crime exposures.

Employee Benefits

The employee benefits are as follows: Dental, hospitalization, life insurance (including accidental death and dismemberment), vision care, major medical insurance and prescription drugs, retirement, social security, unemployment insurance, workers' compensation, sick leave, and longevity.

Membership Fees and Dues

Expenditures that relate to memberships of the Road Commission as a whole, and not individual membership fees and dues.

Debt Service

Expenditures for interest and repayment of principal on bonds and notes.

Non-Departmental

Department: Non-Departmental

<u>Object</u>		<u>Appropriation</u>
<u>Risk Management</u>		
Materials, Supplies & Parts		
First Aid Supplies	\$	2,000
Other Expenses		
Buildings & Contents Ins.	\$	39,500
General Liability Insurance		576,800
Fiduciary & Performance Bond		15,000
Public Official-Errors and Omissions		32,000
Special Risk Liab.-Self Ins. Exp.		75,000
General Liab.-Self Ins. Exp.		2,400,000
Service Fees (G.L.)		31,650
Auto Physical Damage-Self Ins. Exp.		30,000
Fleet Liability Insurance		<u>203,750</u>
		\$3,403,700
Risk Management Total		\$3,405,700
<u>Employee Benefits</u>		
Fixed Charges		
Dental Insurance-Self Ins. Exp.		276,000
Hospitalization-Self Ins. Exp.		2,000,000
Life Insurance		119,600
Vision Care Ins.-Self Ins. Exp.		31,000
Major Medical-Self Ins. Exp.		146,000
Retirement-Employer Contr.		3,400,000
Social Security		1,336,000
Unemployment Insurance		260,000
Workers' Compensation		77,000
Sick Leave Redemption		100,000
Workers' Comp.-Self Ins. Exp.		195,000
Service Fees (W.C.)		27,000
Prescription Drugs-Self Ins. Exp.		310,000
Annual Physical Program		<u>10,000</u>
Employee Benefits Total		8,287,600

Non-Departmental

Department: Non-Departmental (Continued)

<u>Object</u>		<u>Appropriation</u>
<u>Other</u>		
Contracted Services		
Membership Fees & Dues	\$ 42,000	
Materials, Supplies and Parts		
Inventory Adjustment	125,000	
Fixed Charges		
Debt Services	\$2,056,655	
Bond Pmt. Fees & Issue Cost	<u>2,500</u>	
	2,059,155	
Other Total		2,226,155
Road Commission Contingency		283,945
Personnel Turnover - Attrition		(200,000)
		<hr/>
NON-DEPARTMENTAL TOTAL		\$14,003,400

SPECIAL ASSESSMENT FUND

Estimated Budget of Revenue, Expenditures
and Change in Fund Balance

Fiscal Year Ending September 30, 1992

Revenue

Revenue From Assessment Rolls	\$3,000,000
Road Fund Contribution Net Underassessment	25,000
Interest On Assessment Rolls	625,000
Interest on Investments	125,000
Proceeds of Note Issue	4,000,000
	<hr/>
Total Revenue	\$7,775,000

Expenditures

Construction:	
Contractor Payments	\$3,250,000
Engineering and Administration	525,000
Interest on Debt	569,500
Principal Payment on Debt	2,000,000
Refunds of Overassessments to Participants -- Net	50,000
Note Payment Fees & Issue Costs	50,000
	<hr/>
Total Expenditures	\$6,444,500

Excess of Revenue over Expenditures	\$1,330,500
Fund Balance -- September 30, 1991	900,000
	<hr/>
Fund Balance -- September 30, 1992	\$2,230,500

MAINTENANCE EXPENDITURES

For Compliance With Section 12 (16) of Act 51

1.	Total Michigan Transportation Fund Revenue	\$33,750,000
	Less:	
2.	Administrative Expense	(4,099,220)
3.	Capital Outlay	(299,650)
4.	Debt Service	<u>(2,056,655)</u>
5.	Total (Line 1 - Less 2 thru 4)	\$27,294,475
6.	Routine Maintenance	\$24,699,411
7.	Heavy Maintenance (Projects)	20,904,441
8.	Less Federal Aid -- Heavy Maintenance	<u>(7,498,644)</u>
9.	Total Maintenance	\$38,105,208
10.	90% of Line 5	\$24,565,028

Glossary

Appropriation: Authorization made by the Board of Road Commissioners permitting the Road Commission to incur obligations and to make expenditures.

Asset: Property owned which has a monetary value.

Budget: A financial plan for a specific period of time (fiscal year).

Budget Adjustment: A procedure by the Board of Road Commissioners or Managing Director to amend budget appropriations.

Capital Assets: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Outlay: Expenditures which result in the replacement of or addition to fixed assets.

Contingency Account: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Critical Bridge: Federal funding program to replace deficient bridges. The state supplements the fund and prioritizes the projects.

Debt Service: Payment of interest and repayment of principal to holders of a government's debt instruments.

Demo: Demonstration Projects. Federally-sponsored transportation demonstration projects include Congressional and U. S. Department of Transportation.

Expenditures: The outflow of funds paid for assets, goods, services, and costs related to the Road Improvement Program.

FAS: Federal Aid Secondary. Federal road improvement funding specifically for designated **rural** roads and highways.

FAUS: Federal Aid to Urban Systems. One of the two largest sources of road improvement funding, specifically, for designated roads and highways in **urban** areas.

Glossary

Fiscal Year: The time period designating the beginning and ending period for recording financial transactions. The Road Commission has specified October 1 to September 30 as its fiscal year.

Fund: An accounting entity that has a set of self-balancing accounts and records financial transactions for specific activities or government functions. Examples of fund types are: Special revenue funds, which include the road fund and special assessment fund; debt service fund; and trust and agency funds which include the pension trust fund.

Fund Balance: Fund balance is the excess of assets over liabilities and reserves.

HES: Hazard Elimination/Safety Program. Funding for highway safety improvements.

Line Item Budget: A budget that lists each expenditure category (salaries, contracted services, materials, capital outlay, fixed charges and other expenses) separately along with the dollar amount budgeted for each specific category.

Maturities: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

Operating Budget: 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 personnel, supplies, utilities, materials, purchase of road vehicles, graders, fuel, etc.

Revenue: Funds that the Road Commission receives as income. It includes four major categories: motor fuel taxes and license fees; federal and state revenue; revenue from local governments; and fees and other revenue.

Special Assessment: A levy made against certain properties (subdivisions) to defray the cost of specific road improvements deemed to primarily benefit those properties.

Glossary

TEDF: Transportation Economic Development Fund. The fund was created in 1987 to fund road improvements in areas of significant job growth.

Category A: Highway, street and road improvements to serve economic development projects in any of the following target industries:

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

Category B: Projects that result in the addition of county roads or city or village streets to the state trunkline system, or the construction of a state trunkline on a new location that allows the county road or city or village street to return to its appropriate function.

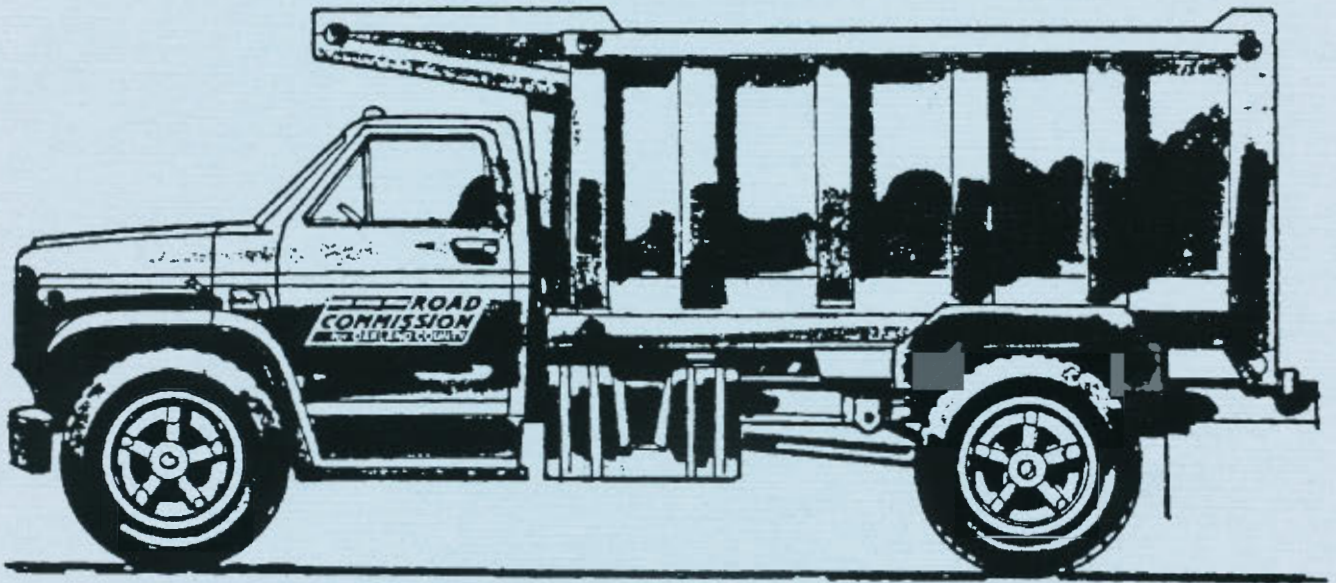
Category C: Projects for reducing congestion on county primary and city major streets within urban counties (a county with a population greater than 400,000).

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 cities and villages 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 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).

Capital Budgeting



Capital Budgeting

The Road Commission for Oakland County Capital Budget consists of two major categories.

Capital Outlay

The Capital Outlay category consists of Land & Improvements, Buildings, Road Equipment, Shop Equipment, Office Equipment, Engineering Equipment and Storage Facilities. Most of the funding for these expenditures comes from state-collected motor fuel taxes and license fees.

The Road Commission's criteria for replacement of its equipment and buildings are 1)obsolescence, 2)no longer functional, or 3)fully depreciated.

The decision for replacement of RCOC's road equipment, which represents the major share of capital expenditure, is based on the fleet manager's recommendations evaluated against the total capital outlay request, history of repair costs, and net book value. The Road Commission does not have a policy of automatically trading in equipment at a certain age or usage. When the equipment will no longer do the job and major expenditures are required to keep it functioning, it is then replaced. In the last few years, funding restraints have prevented RCOC from maintaining the fleet at the desired level of overall replacement compared to total fixed assets. In 1991, RCOC budgeted for the replacement of 17 units of heavy-duty equipment. No heavy-duty equipment is budgeted in 1992.

Cost/Benefit Analysis

All capital expenditures exceeding \$10,000 require a cost/benefit study before presentation to the Board of Road Commissioners for their approval.

For example, the Road Commission has purchased Computer Aided Design equipment (CAD). This equipment will save time in the design of roads, and the cost/benefit analysis shows a payback of less than one year.

Capital Budgeting

Road Improvement Program

The Road Improvement Program includes all the construction projects on primary and local roads. These roads are part of the infrastructure and, therefore, are not capitalized as part of the fixed asset account group. The major sources of revenue for these projects are Federal aid and contributions from local units of government. The Road Commission has a matching fund Tri-Party Program of one-third local, one-third County of Oakland and one-third Road Commission funding. The Road Commission's share of the Tri-Party Program comes from the state-collected fuel taxes and license fees which are returned to the Road Commission under the provision of Act 51. The Federal aid comes from the Critical Bridge Fund, Urban System Fund, Secondary Fund, Hazard Elimination-Safety Fund, state category "A" Transportation Economic Development and state category "C" Urban Congestion Program.

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

Capital Budgeting

MONITORING CAPITAL EXPENDITURES AND THE ROAD IMPROVEMENT PROGRAM

A. PROJECT PROGRAMMING & 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 (other government 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 the local units, the project manager prepares an exhibit of financial participation by other units of government and agencies involved in undertaking the project. At this point, a project number is assigned to each job and the agreements with both the state and local units are executed.

Once the budget, which includes the Road Improvement Program, has been adopted, the Engineering Department assigns a project manager to each of the projects for coordinating all activities involved in their implementation. The project manager establishes the project schedule and its related deadlines and makes every effort to anticipate possible breakdowns and delays. In addition, the project manager keeps a file on all contract agreements and other correspondence surrounding the project, and is a general source of information should questions arise. Once all property owners have been contacted and land acquired, the design plan is put out for bid and construction contractors submit their bids. Upon acceptance of the low bid and award of the contract, the projects are turned over to the Construction Division for implementation.

Capital Budgeting

B. 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 designed to aid management in identifying and dealing with delays before they become serious.

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

Capital Budgeting

DETAIL OF CAPITAL OUTLAY

Central Operations

Buildings

2	Enlarge women's rest room and add showers (Districts #1, #4)	80,000	
5	Replace entry doors, 5 locations	<u>5,750</u>	85,750

Shop Equipment

3	Ten-ton air/hydraulic floor jacks	<u>12,000</u>	12,000
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Storage Facilities

1	Brine well storage tank, fiberglass lined	25,000	
	Leak detection equipment for fuel tanks, District #4	<u>50,000</u>	75,000

172,750

Engineering

Road Equipment

1	Truck-mounted arrowboard	<u>1,500</u>	1,500
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Engineering Equipment

2	Walkie Talkies	1,400	
3	Concrete Core Bits	2,100	
1	Nuclear Density Gauge	<u>6,500</u>	10,000

11,500

Traffic Safety

Road Equipment

2	Distant Measuring Instruments	<u>1,000</u>	1,000
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Shop Equipment

2	Lap Top Computers	3,000	
2	Printers	<u>1,400</u>	4,400

5,400

Capital Budgeting

DETAIL OF CAPITAL OUTLAY (Continued)

Highway Maintenance			
Road Equipment			
2	Attenuators	\$19,000	
3	Barricade Trailer	19,500	
2	Barricade Tailgate	5,600	
1	V-Box (Chassis)	11,000	
1	Salt Spreader Control (Automated)	2,600	
1	Brush Chipper	18,000	
2	Underbody Floats	<u>9,600</u>	
			85,300
Shop Equipment			
2	High Pressure Truck Washers	16,000	
2	20-Ton Lincoln Floor Jacks	8,000	
1	Grease Pump	<u>700</u>	
			<u>24,700</u>
			110,000
Total Capital Outlay			\$ 299,650

Capital Budgeting

INSTALLMENT PURCHASE

	<u>Quantity</u>	<u>Annual* Payment</u>	<u>Cost of Equipment</u>
TRAFFIC SAFETY			
Radio System	1	\$56,655	\$283,275
	—	—	—
	1	\$56,655	\$283,275

*Included in Debt Service

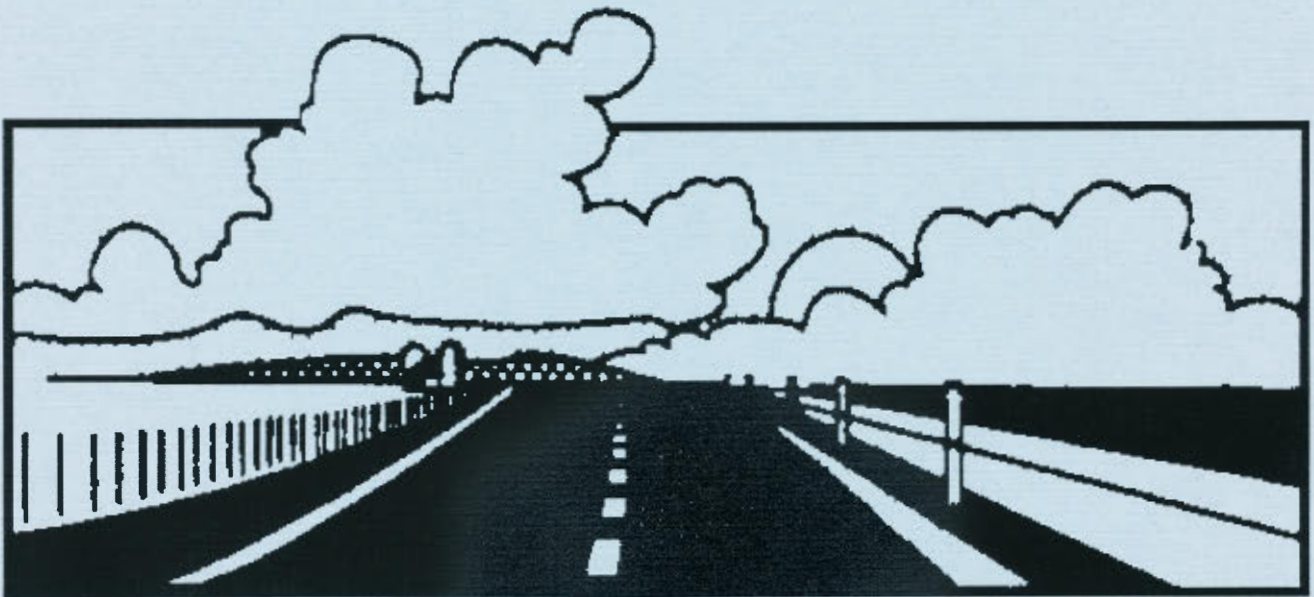
Capital Budgeting

CAPITAL OUTLAY HISTORY

<u>Department</u>	<u>1992 Budget</u>	<u>1991* Amended Budget</u>	<u>1990 Actual</u>	<u>1989 Actual</u>
Board of Road Commissioners				
Office Equipment	\$ 0	\$ 0	\$ 0	\$ 328
Managing Director				
Office Equipment	0	9,033	22,485	18,870
Citizen Services				
Road Equipment	0		0	14,268
Office Equipment	0	2,811	0	1,650
Finance				
Office Equipment	0	0	7,160	2,351
Legal				
Office Equipment	0	0	1,995	1,930
Central Operations				
Land and Improvements	0	0	0	0
Buildings	85,750	47,429	65,003	310,441
Road Equipment	0	0	0	0
Shop Equipment	12,000	8,000	68,867	28,325
Office Equipment	0	22,800	31,867	30,106
Storage Facilities	75,000	477,975	143,187	21,032
Personnel				
Office Equipment	0	0	2,777	9,512
Engineering				
Road Equipment	1,500	0	0	57,573
Shop Equipment	0	0	0	1,319
Office Equipment	0	33,150	4,594	68,680
Engineering Equipment	10,000	21,650	5,465	21,450
Planning and Development				
Road Equipment	0	0	0	14,268
Office Equipment	0	30,722	11,529	88,378
Traffic Safety				
Road Equipment	1,000	119,239	135,557	263,218
Shop Equipment	4,400	24,500	7,800	8,803
Office Equipment	0	0	14,315	34,833
Engineering Equipment	0	0	2,485	0
Highway Maintenance				
Road Equipment	85,300	297,900	2,201,342	1,323,466
Shop Equipment	24,700	7,078	19,043	18,230
Office Equipment	0	16,600	6,525	15,040
Totals:	\$ 299,650	\$1,118,887	\$2,751,996	\$2,354,071

* Does not include installment purchases in Fiscal Years 1991 and 1992.

Road Improvement Program



1992 ROAD IMPROVEMENT PROGRAM

STATISTICAL INFORMATION

	1991 Budget		1991 Completion of 1990 Projects in Progress		1992 Budget		1992 Completion of 1991 Projects in Progress	
Safety Road Widening	6.8 mi	\$2,051,625	15.9 mi	\$11,986,000	5.9 mi	\$3,890,000	15.1 mi	\$11,359,000
Safety Intersections	2 Loc.	375,000	1 Loc.	40,000		30,000		
Bridges	2 Loc.	800,000	2 Loc.	280,000	4 Loc.	890,000		
Spot Safety	1 Loc.	200,000						
Contract Maintenance Pavement Management		160,000				80,000		
Pave Gravel	4.4 mi	327,500			1.5 mi	140,000		
Contract Maintenance Bridge Management	1 Loc.	185,000			1 Loc.	184,000		
Tri-Party		1,500,000		1,500,000		1,500,000		1,001,000
Drainage		50,000				50,000		
Other							various	1,780,441
Sub Total		\$ 5,904,125		\$13,806,000		\$ 6,764,000		\$14,140,441
GRAND TOTAL		1991		\$19,710,125		1992		\$20,904,441

129

1992 -- ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Federal Aid, "A" & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding	Annual Total All Sources	Estimated Total Proj Cost
<u>1992 Safety Widening (5 or More Lanes or Blvd.)</u>												
002-4056-0	40561	P	Orchard Lake	0.4 mi	Lone Pine to Pontiac Trail	ROW "C"	W. Bloomfield & Orchard Lake	----	\$ 20,000	\$ 20,000	\$ 40,000	\$ 560,000
002-3983-0	39831	P	Livernois	1.0 mi	Avon to Walton	Const "C"	Roch. Hills	2,250,000	375,000	375,000	3,000,000	5,500,000
002-4057-0	40571	P	Cass Lake	1.0 mi	Orchard Lk. to Otter	ROW (FAUS)	Keego Harbor	375,000	62,500	62,500	500,000	3,513,000
002-4019-0	40191	P	Joslyn	0.3 mi	@ I-75 Interchange	PE (Demo)	Auburn Hills	150,000	----	----	150,000	2,000,000
002-4103-0	41031	P	Crooks	1.0 mi	Auburn to Hamlin	PE/ROW "C"	Roch. Hills	60,000	10,000	10,000	80,000	3,750,000
002-4058-0	40581	P	Elizabeth Lake	1.5 mi	Cooley Lake to M-59	PE (FAUS)	Waterford	45,000	7,500	7,500	60,000	1,864,000
002-4105-0	41051	P	Maple Road	1.0 mi	Lahser to Cranbrook	PE (FAUS)	Bloomfield	45,000	7,500	7,500	60,000	2,500,000
<u>TOTALS</u>								<u>\$2,925,000</u>	<u>\$482,500</u>	<u>\$482,500</u>	<u>\$3,890,000</u>	

1992 Safety Intersections (HES)

Not Identified	PE/ROW (Future HES)	----	\$ 15,000	\$ 15,000	\$ 30,000	\$ 350,000
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1992 Contract Maintenance: Pavement Management

Countywide	Joint Sealing	Various	----	----	30,000	30,000	30,000		
Countywide	Shoulder Paving	Various	----	----	50,000	50,000	50,000		
<u>TOTALS</u>								<u>\$ 80,000</u>	<u>\$ 80,000</u>

1992 -- ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Federal Aid, "A" & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding	Annual Total All Sources	Estimated Total Proj Cost
<u>1992 Safety Bridges</u>												
002-3780-6	37803		Cooley Lake		@ Clinton River	Const (CB)	Waterford	\$ 327,750	\$36,125	\$36,125	\$ 400,000	\$ 500,000
008-3886-6	38863		Ten Mile		@ Rouge River	Const (CB)	Southfield	320,000	40,000	40,000	400,000	500,000
002-3885-6	38853		Grand River		@ C & O RR	PE	Novi	----	25,000	25,000	50,000	1,610,000
002-3987-6	39873		Orion Road		@ Paint Creek	PE	Oakland	----	20,000	20,000	40,000	500,000
TOTALS								\$ 647,750	\$121,125	\$121,125	\$ 890,000	
<u>1992 Contract Maintenance: Bridge Management</u>												
002-4061-6	40613		S. Commerce			Const		----	\$ 92,000	\$ 92,000	\$ 184,000	420,000
<u>1992 Drainage Improvements</u>												
			To be Determined					----	\$ 25,000	\$ 25,000	\$ 50,000	50,000
<u>1992 Pave Gravel</u>												
002-4062-1	40621	P	White Lake	4.0 mi	McKeachie to Andersonville	PE (FAS)*	White Lake Twp	\$ 105,000	----	\$ 35,000	\$ 140,000	3,600,000
<u>1992 Tri-Party Program</u>												
			To be Determined					----	\$1,000,000	\$500,000	\$1,500,000	\$3,000,000
SUBTOTAL								\$3,677,750	\$1,735,625	\$1,350,625	\$6,764,000	

* Special FAS by MDNR

1992 -- ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Federal Aid, "A" & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding	Annual Total All Sources	Estimated Total Proj Cost
<u>1992 Completion of 1991 Projects in Progress</u>												
000-3975-0	39751	P	Pontiac Trail	1.3 mi	Walled Lake to S. Commerce	Const FAUS	Walled Lake	\$450,000	\$75,000	\$75,000	\$600,000	\$2,340,000
004-3337-8	33370	P	Lakeville	0.2 mi	Glaspie East	FAUS/Const	Oxford Village	----	----	30,000	30,000	30,000
001-4012-0	40121	P	Eight Mile	1.0 mi	Meadowbrook to Haggerty	Const** FAUS	Novi	920,000	204,667	102,333	1,227,000	1,227,000
009-3895-0	38951	P	Ten Mile	.5 mi	Church to Greenfield	Const "C"	Southfield Oak Park	750,000	125,000	125,000	1,000,000	3,000,000
001-4013-0	40131	P	Eight Mile	1.0 mi	Haggerty to Halstead	Const**	Farm. Hills	----	128,000	64,000	192,000	192,000
008-3778-0	37781	P	Joslyn	1.2 mi	Collier to I-75	Const (Demo)	Auburn Hills	2,500,000	----	----	2,500,000	3,500,000
001-4067-0	40671	P	Twelve Mile	1.0 mi	Haggerty to Halstead	CE	Farm. Hills	----	----	200,000	200,000	300,000
000-4010-0	40101	P	Baldwin	2.5 mi	Walton to Brown	PE & ROW (Demo)	Auburn Hills	3,400,000	----	----	3,400,000	13,000,000
001-4068-8	40681	P	Ten Mile and Pontiac Trail		@ South Lyon Bypass	City Project	South Lyon	----	----	120,000	120,000	240,000
009-3984-0	39841	P	Walton Blvd.	2.0 mi	Clintonville to Dixie	PE (Demo)	Waterford	100,000	----	----	100,000	5,510,000
009-4104-0	41041	P	Ten Mile	1.0 mi	Greenfield to Southfield	Const "C"	Southfield	675,000	112,500	112,500	900,000	5,000,000
001-4057-0	40571	P	Cass Lake	0.8 mi	Orchard Lake	PE (FAUS)	Keego Harbor	105,000	17,500	17,500	140,000	3,513,000
007-2938-0	29381	P	Orchard Lake	1.0 mi	Shiawassee to Ten Mile	Const "C"	Farmington & Farm. Hills	150,000	33,000	17,000	200,000	5,400,000
000-4054-0	40541	P	Orchard Lake	0.3 mi	Grand River to Shiawassee	Const "C"	Farmington	600,000	132,000	68,000	800,000	1,100,000
					Tri-Party***	Const	Various	----	667,333	333,667	1,001,000	3,000,000
000-3974-0	39741	P	Dequindre	2.0 mi	14 Mile to 16 Mile	PE "C"	Troy	75,000	18,750	6,250	100,000	6,540,000
					Prior Year Contractor Payments			655,894	433,858	540,689	1,630,441	
								1992 Completion Sub-Total	\$10,380,894	\$1,947,608	\$1,811,939	\$14,140,441
								GRAND TOTAL	\$14,058,644	\$3,683,233	\$3,162,564	\$20,904,441

* Special FAS by MDNR

** WCRC Construction

*** See detail following page.

1992 -- ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Federal Aid, "A" & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding	Annual Total All Sources	Estimated Total Proj Cost
<u>Detail Schedule</u>												
<u>1992 Completion of 1991 Projects in Progress</u>												
<u>Tri-Party</u>												
001-0001-4						Const	Addison Twp.	----	21,351	10,675	32,026	
001-0003-4						Const	Bloomfield Twp.	----	98,542	49,272	147,814	
001-0007-4						Const	Groveland Twp.	----	10,154	5,077	15,231	
001-3952-4	39521					Const	Holly Twp.	----	19,607	9,804	29,411	
001-3991-4	39912					Const	Lyon Twp.	----	28,193	14,096	42,289	
001-0013-4						Const	Novi. Twp.	----	1,133	567	1,700	
001-0102-4						Const	Berkley	----	29,337	14,668	44,005	
001-0105-4						Const	Birmingham	----	37,111	18,555	55,666	
001-0106-4						Const	Bloomfield Hills	----	7,221	3,610	10,831	
001-0108-4						Const	Clawson	----	15,429	7,714	23,143	
001-0113-4						Const	Hazel Park	----	23,977	11,988	35,965	
001-0115-4						Const	Huntington Woods	----	11,332	5,666	16,998	
001-0116-4						Const	Keego Harbor	----	26,467	13,233	39,700	
001-0119-4						Const	Lathrup Village	----	33,342	16,671	50,013	
001-0120-4						Const	Leonard	----	1,194	598	1,792	
001-0123-4						Const	Northville	----	6,258	3,129	9,387	
001-0128-4						Const	Oxford	----	3,926	1,964	5,890	
001-4085-4	40851		Orion @ Roch			Const	Rochester Hills	----	210,906	105,454	316,360	
001-0138-4						Const	Walled Lake	----	28,969	14,484	43,453	
001-0139-4						Const	Wixom	----	51,861	25,930	77,791	
001-0140-4						Const	Wolverine Lake	----	1,023	512	1,535	
TOTALS:								-----	<u>\$667,333</u>	<u>\$333,667</u>	<u>\$1,001,000</u>	

1992 -- ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Community Engineering Services	Fiscal Year 1992		Annual Total All Sources	Estimated Total Proj Cost
									Local Gov't Funding	MTF and Other RCOC Funding		
<u>1992 Addendum*</u>												
	P		Sashabaw at Maybee		Intersection	Const (HES)	Independence	\$292,500	\$16,250	\$16,250	\$ 325,000	\$ 460,000
	P		Baldwin	2.5 mi	Walton to Brown	Const (Demo)	Auburn Hills and Pontiac	9,000,000	----	----	9,000,000	13,000,000
	P		Joslyn	0.3 mi	@ I-75 Interchange	Const (Demo)	Auburn Hills	1,800,000	----	----	1,800,000	2,000,000
	P		Walton Blvd.	2.0 mi	Clintonville to Dixie Highway	ROW (Demo)	Waterford	500,000	----	----	500,000	5,510,000
	P		Williams Lake		Airport to Dixie Highway	PE (Demo)	Waterford	250,000	----	----	250,000	
	P		Walton Blvd.		@ Clinton River	Const (Demo)	Waterford	850,000	----	----	850,000	
TOTALS:								\$12,692,500	\$16,250	\$16,250	\$12,725,000	

* Contingent upon approval of other agencies.

The above projects are subject to Federal funding approval.

1 9 9 2 R O A D I M P R O V E M E N T P R O G R A M

Estimated Expenditures for Fiscal Year Ending 9/30/92

S U M M A R Y

<u>PROJECT TYPE</u>	<u>Federal Aid, "A" and "C" Funds</u>	<u>Local Gov't. Funding</u>	<u>MTF and Other RCOC Funding</u>	<u>Total All Sources</u>
1992 Safety Road Widening	\$2,925,000	\$ 482,500	\$ 482,500	\$3,890,000
1992 Safety Intersections	0	15,000	15,000	30,000
1992 Spot Safety Projects	0	0	0	0
1992 Contract Maint.: Pavement Mgmt.	0	0	80,000	80,000
1992 Safety Bridges	647,750	121,125	121,125	890,000
1992 Contract Maint.: Bridge Mgmt.	0	92,000	92,000	184,000
1992 Drainage Improvements	0	25,000	25,000	50,000
1992 Paved Gravel Roads	105,000	0	35,000	140,000
1992 Tri-Party	0	1,000,000	500,000	1,500,000
1992 Other	0	0	0	0
Sub Total	<u>\$3,677,750</u>	<u>\$1,735,625</u>	<u>\$1,350,625</u>	<u>\$6,764,000</u>
1992 Completion of 1991 Projects in Progress				
Safety Road Widening	\$10,380,894	\$1,280,275	\$1,478,272	\$13,139,441
Tri-Party	0	667,333	333,667	1,001,000
Sub Total	<u>\$10,380,894</u>	<u>\$1,947,608</u>	<u>\$1,811,939</u>	<u>\$14,140,441</u>
Total 1992 Road Improvement Program	<u>\$14,058,644</u>	<u>\$3,683,233</u>	<u>\$3,162,564</u>	<u>\$20,904,441</u>
Special Assessment District (S.A.D.) Program				3,775,000
 GRAND TOTAL				 <u>\$24,679,441</u>

PROGRAM SOURCES

<u>Federal & State</u>		<u>Local</u>	<u>R C O C</u>	<u>Road Improvement Program Disbursements</u>	
FAUS	\$ 2,265,099	Cities	\$1,601,552	Contractor Payments	\$13,863,641
FAS	369,141	Townships	756,962	Right of Way Payments	2,547,250
HES	12,600	County	1,324,719	Sub Total	<u>\$16,410,891</u>
Critical Bridge	672,459				
Demo	6,150,000				<u>\$16,410,891</u>
Federal "C"	7,890			Traffic Safety	190,000
State "C"	4,567,110			Engineering	2,953,550
State Projects	14,345			Engineering Consultants	1,350,000
	<u>\$14,058,644</u>			TOTAL	<u>\$20,904,441</u>
		<u>\$3,683,233</u>	<u>\$3,162,564</u>		

Index

Accounting Section		Employee Benefits	104, 105	Organizational Structure	48
functions of	61	Engineering	ii, 26, 115	Paved roads	
Act 51	61, 113	Capital Outlay	116	condition of	3
Maintenance expenditures,		Construction	79, 85, 114	strategies for	6
in compliance with	108	Design	78, 84	Permit Division	17, 87, 93
Allocation of Funds	19	Object Detail	80	Personnel	ii, 68
Amended Budget, 1991	23	Right of Way	78, 82	Object Detail	69
Appropriation by Object	21	Subdivision Improvement		Position/Salary Detail	70
Appropriation Summary:		and Development	78, 83	Planning and Development	ii, 54
Fringe Benefits	33	Traffic	87, 90	Data Processing	55
Operating by Object	43	Environmental Concerns	55	Environmental Concerns	55
Salaries and Wages	32	Expenditures		Object Detail	56
Appropriation Transfer	iv, 1	by activity	24	Position/Salary Detail	57
Authorized Positions	23, 34	comparative summary	20	Systems Planning	54
history of	42	maintenance, in compliance		Programming Division	79
hourly	39	with Act 51	108	Position/Salary Detail	86
salaried	34	Road Improvement Program		Public Hearing	vii
total	41	estimated for 1992	125	Purchasing Division	71
Budget Section		summary of	23	Position/Salary Detail	75
functions of	61	Federal revenue	15	Resolution	
Budget Exhibits		Fees and other revenue	17	Adoption of Budget	i
A-1	11	Finance		Public Hearing	vii
A-2	21	Accounting	61	Retirement System	61
A-3	32	Budget	61	Revenue	
A-4	33	Object Detail	62	and Expenditures	8
A-5	34	Position/Salary Detail	63	by Source	9, 11
A-6	43	Financial picture	29	comparative summary	10
A-7	44	Fiscal Budget Process	1	decline, reasons for	12
Budget Letter	viii	Fleet Maintenance	71	factors affecting	18
Budget Process	1	Position/Salary Detail	76	Federal	15, 113
Budgeted Positions		Fringe Benefits	29	fees and other	17
history of	42	appropriation summary	33	local	15
Buildings and Grounds	71	Fund Balance	i	state	14
Position/Salary Detail	77	estimated change in (SAD)	107	summary of	12
Capital Budgeting	112	change in road fund	47	ten-year average	13
expenditures, monitoring	113	Glossary	109	Right of Way Division	78
Capital Outlay	112, 115	Goals and Objectives	2	Position/Salary Detail	82
history of	118	Gravel roads		Risk Management	29, 65, 105
Central Operations	ii, 25, 71	condition	3	Road Improvement Program	ii
Buildings and Grounds	71	dust control	58	appropriation for 1992	iii
Capital Outlay	115	strategies for	5	estimated 1992 expenditures	126
Fleet Maintenance	71	Highway Maintenance	ii, 28	program for 1992	121
Object Detail	72	Capital Outlay	116	safety projects	26
Position/Salary Detail	74	District 1	97	sources of funding	44
Purchasing	71	District 2	98	statistical information	120
Citizen Services	ii, 58	District 3	99	Salaries and Wages	32
Object Detail	59	District 4	100	Sign Shop	
Position/Salary Detail	60	District 4S	101	see District 7	
Construction and Testing	79, 114	District 4T	102	Special Assessment Fund	45, 107
Position/Salary Detail	85	expenditures in compliance		Statement of Change in Fund	
Cost/Benefit Analysis	112	with Act 51	108	Balance	47
Cost Containment		Office of Director	96	Strategic Focus	2
evaluating strategies of	30	Installment Purchases	118	Strategic Planning Process	2
identifying strategies of	30	IVHS	4	Subdivision Improvement	
year of continued	29	Legal	ii, 64	and Development Division	17
Customer Needs		Object Detail	66	Position/Salary Detail	83
identifying	3	Position/Salary Detail	67	Summary of 1992 Budget	31
strategies for meeting	5	Letter of Transmittal	v	Summary of Funded Debt	46
Data Processing	55	Local revenue	15	Summary Table 1	8
Debt Service	29, 104, 106	Maintenance		Summary Table 2	10
explanation of	45	see Highway Maintenance		Summary Table 3	20
summary of funded debt	46	Managing Director Dept.	ii, 51	Systems Planning	54
Deferred Compensation Plan	61	Object Detail	52	Traffic Engineering	87, 90
Demonstration Funds	27	Position /Salary Detail	53	Traffic Management Systems	
Design Division	78	Michigan Transportation		needs	4
Position/Salary Detail	84	Fund (MTF)	14, 18, 23, 113	strategies	6
District 6	71, 76	ten year average	16	Traffic Safety	ii, 87
District 7	87	Mission Statement	2	Capital Outlay	116
Position/Salary Detail	91	Non-Departmental	11, 29, 103	District 7	87, 91
District 8	87	Object Detail	105	District 8	87, 92
Position/Salary Detail	92	Office of Director		Engineering	87, 90
District 9	71, 77	Position/Salary Details:		Installment Purchases	118
Drainage		Central Operations	74	Object Detail	88
systems	4	Engineering	81	Office of Director	89
strategies	7	Highway Maintenance	96	Permit Division	17, 87, 93
Dust Control Program	58	Traffic Safety	89	Transportation Economic	
Electrical Services		Operating Departments	25	Development Fund (TEDF)	111
see District 8		Operating by Object	43	Tri-Party Program	27, 113