

1995 Budget

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

— AS ADOPTED SEPTEMBER 28, 1994 —



R-OCDOC
TE
12
.02
1995

COPY OF RESOLUTION ADOPTED BY THE
BOARD OF COUNTY ROAD COMMISSIONERS
FOR OAKLAND COUNTY, MICHIGAN
UNDER DATE OF SEPTEMBER 28, 1994

WHEREAS, the Road Commission for Oakland County mission statement includes providing the public with leadership in sound financial management; and

WHEREAS, the Road Commission for Oakland County has been presented with the Government Finance Officers (GFOA) award for Distinguished Budget Presentation for Fiscal Year 1994.

NOW, THEREFORE, BE IT RESOLVED, that the Road Commission for Oakland County accepts the GFOA Distinguished Budget Presentation Award for fiscal year 1994 and commends the Finance Department staff on this achievement.

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 date of September 28, 1994.



Deborah Mathews
Deputy-Secretary/Clerk of the Board

OAKLAND COUNTY RESEARCH LIBRARY
1200 N. TELEGRAPH ROAD DEPT 453
PONTIAC, MICHIGAN 48341-0453

OAKLAND COUNTY

OCT 14 1994

Research Library

REFERENCE BOOK

For Room Use Only



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
Road Commission for Oakland County,
Michigan

For the Fiscal Year Beginning
October 1, 1993

Arnold L. Blahos Jeffrey L. Esser

President

Executive Director

ROAD COMMISSION FOR OAKLAND COUNTY

31001 Lahser Road * Beverly Hills * Michigan * 48025
voice (810) 645-2000
fax (810) 645-0452

Rudy D. Lozano
Chairman
Board of Oakland County Road Commissioners

John E. Olsen
Vice-Chairman

Richard V. Vogt
Commissioner

REFERENCE BOOK

For Room Use Only

Brent O. Bair
Managing Director

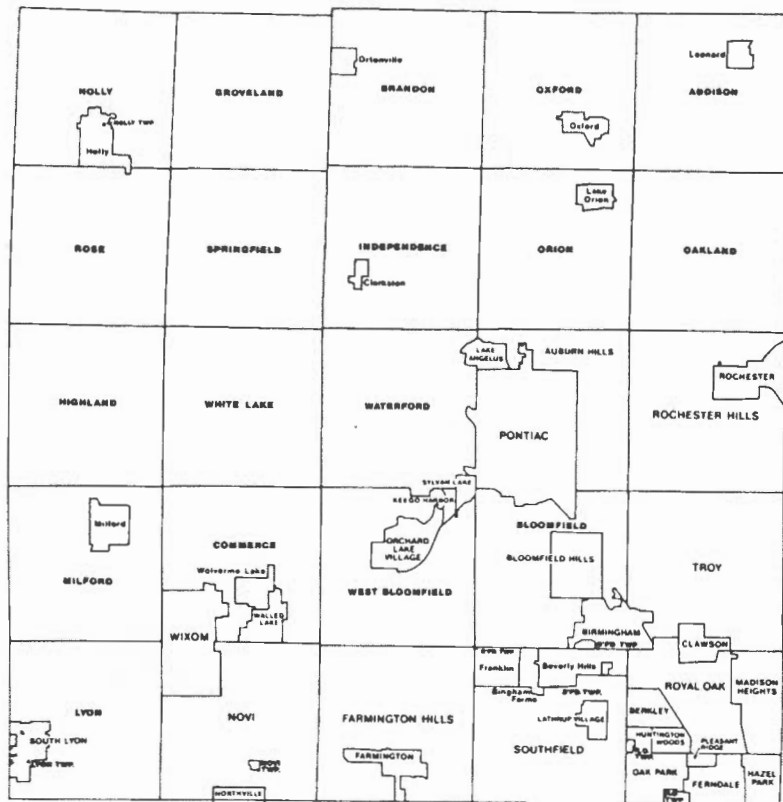


Table of Contents

1995 BUDGET FISCAL YEAR ENDING 9/30/95

i	Board Resolution: Adoption of Fiscal 1995 Budget
iv	Board Resolution: Amendments to Public Hearing Budget
vi	Board Resolution: Special Assessment Fund
vii	Board Resolution: Intelligent Vehicle Highway System Program Fund
viii	Board Resolution: Amendment to Public Hearing Budget
ix	Letter of Transmittal
x	Board Resolution: Notice of Public Hearing
xi	Budget Letter from Managing Director
xii	Glossary

GOALS AND OBJECTIVES

1	The Fiscal Budget Process
2	Goals and Objectives
3	Needs and Strategies
8	Summary Table 1: Revenue and Expenditures
9	Figure 1: Revenue by Source
10	Summary Table 2: Comparative Summary of Revenue
11	Budget Exhibit A-1: Budgeted Revenue by Source
12	Budget Exhibit A-2: Sources of Road Improvement Program Funding
13	Figure 2: Ten-year History of Revenue Sources
14	Summary of Revenue
17	Figure 3: Michigan Transportation Fund Revenue History
18	Summary Table 3: Comparative Summary of Expenditures
19	Figure 4: Allocation of Funds
20	Budget Exhibit A-3: Departmental Appropriation by Object
22	Budget Exhibit A-4: Appropriation Summary -- Operating by Object
23	Figure 5: Ten-year History of Expenditures by Activity
24	Summary of Expenditures
27	Overview
29	Budget Exhibit A-5: Appropriation Summary -- Salaries and Wages
30	Budget Exhibit A-6: Appropriation Summary -- Fringe Benefits
31	Summary Explanation of Debt
32	Summary of Funded Debt
33	Statement of Change in Fund Balance
34	Figure 6: Organization Structure of RCOC

Table of Contents

AUTHORIZED POSITIONS

- 35 History of Budgeted Positions
- 36 Budget Exhibit A-7: Authorized Positions

DEPARTMENTS

Departmental and Non-Departmental Appropriations:

- 43 Board of Road Commissioners
- 45 Managing Director
- 48 Planning & Development
- 51 Citizen Services
- 54 Finance
- 57 Legal
- 60 Personnel
- 63 Central Operations
- 70 Engineering
- 78 Traffic Safety
- 85 Permits and Environmental Concerns
- 88 Highway Maintenance
- 98 Non-Departmental
- 101 Special Assessment Fund
- 102 IVHS Program Fund
- 103 Maintenance Expenditures for Compliance with Section 12 (16) of Act 51

CAPITAL BUDGETING

- 104 Capital Outlay
- 104 Vehicle Fleet Status
- 109 Detail of Capital Outlay
- 114 Capital Outlay History

1995 ROAD IMPROVEMENT PROGRAM

- 115 Funding
- 115 Project Programming and Budgeting
- 116 Project Progress and Review
- 117 1995 Road Improvement Program Statistical Information
- 118 1995 Road Improvement Program
- 127 1995 Road Improvement Program Summary
- 128 Index

**COPY OF RESOLUTION ADOPTED BY THE BOARD OF COUNTY ROAD
COMMISSIONERS OF THE COUNTY OF OAKLAND, MICHIGAN
UNDER DATE OF SEPTEMBER 28, 1994**

RESOLVED, that the revenue of the Road Commission for Oakland County Road Fund for Fiscal Year ending September 30, 1995 is estimated to be \$78,223,500. This amount is hereby budgeted and appropriated for fiscal year 1995 in the amount of \$78,223,500 to service the Operating and Road Improvement Program expenditures of the Road Commission for Oakland County.

<u>Revenue</u>	<u>1995 Fiscal Year Revenue Appropriation</u>
Fuel and Vehicle Taxes	\$43,506,000
Other Federal & State Revenue	<u>25,644,600</u>
Subtotal:	\$69,150,600
Revenue from Local Government	\$ 6,884,000
Fees and Other Revenue	<u>2,188,900</u>
Subtotal:	\$ 9,072,900
Total Revenue:	\$78,223,500

FURTHER RESOLVED, that \$78,223,500 of anticipated revenue is hereby appropriated for the following purposes:

<u>Operating Expenditures</u>	<u>1995 Fiscal Year Expenditure Appropriation</u>
Board of Road Commissioners	\$ 125,100
Managing Director	597,911
Planning & Development	893,185
Citizen Services	256,068
Finance	675,780
Legal	493,315
Personnel	383,586
Central Operations	7,310,024
Engineering	4,701,733
Traffic Safety	8,673,751
Permits & Environmental Concerns	1,002,557
Highway Maintenance	17,091,187
Non-Departmental	<u>15,832,303</u>
Total Operating Expenditures:	\$58,036,500
Road Improvement Program --	
Contractor Payments & Rights of Way:	<u>\$20,187,000</u>
Total Expenditures:	\$78,223,500

The Budget appropriation for the Road Improvement Program for Fiscal Year ending September 30, 1995 is as follows:

<u>1995 Road Improvement Program</u>	<u>Budget Appropriation</u>	<u>Total 1995 Road Improvement Program</u>
1995 Safety Road Widening	\$5,185,000	\$5,970,000
1995 Safety Intersection Projects	700,000	812,000
1995 Spot Safety Projects	21,000	25,000
1995 Tri-Party Program	1,173,500	1,500,000
1995 Major Resurfacing with Safety (Restoration, Resurfacing, Rehabilitation)	761,000	867,000
1995 Bridges and Bridge Restoration	0	100,000
1995 Contract Maintenance Bridge Management	205,000	260,000
1995 Drainage Improvements	<u>83,500</u>	<u>100,000</u>
Subtotal:	\$8,129,000	\$9,634,000
<u>Completion of 1994 Projects in Progress</u>		
Safety Road Widening	\$7,375,000	\$9,407,000
Pave Gravel Roads	2,200,000	2,564,000
Bridges and Bridge Restoration	450,000	532,000
Tri-Party	1,233,000	1,393,500
Other	<u>800,000</u>	<u>800,000</u>
Subtotal:	\$12,058,000	\$14,696,500
Total Contractor Payments & ROW:	\$20,187,000	
Total 1995 Road Improvement Program:		\$24,330,500

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


FURTHER RESOLVED, that Budget Exhibits A-1 through A-7 of the 1995 Budget Document are hereby adopted. Transfer of appropriations from one object of expenditure to another, within a department, may be made upon the written authorization of the Managing Director; however, no transfers shall be made between departments without approval by the Board of County Road Commissioners.

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

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

BE IT FURTHER RESOLVED, that the 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 September 28, 1994



Deborah Mathews
Deputy-Secretary/Clerk of the Board

**COPY OF RESOLUTION ADOPTED BY THE
BOARD OF COUNTY ROAD COMMISSIONERS
FOR OAKLAND COUNTY, MICHIGAN
UNDER DATE OF SEPTEMBER 28, 1994**

WHEREAS, the Managing Director has, pursuant to provisions of the Uniform Budgeting and Accounting Act, recommended a budget for Fiscal Year 1995 and;

WHEREAS, a public hearing was held on said budget in compliance with said Act, and;


WHEREAS, the Board of Oakland County Road Commissioners, having reviewed the budget and taken into consideration the verbal and written comments of the public hearing and having received additional information from the Managing Director, is desirous of making changes in the recommended budget.

NOW, THEREFORE, BE IT RESOLVED, that the Managing Director's recommended budget is amended as follows:

	Revenue	Expenditures	Appropriation of Fund Balance
Budget as Presented at Public Hearing	\$78,223,500	\$78,223,500	\$ -0-
Increase:			
1. Highway Maintenance:			
Office Equipment (8) Computers		14,400	
Reclassifications		2,869	
2. Non-Departmental:			
Membership Fees and Dues Adjustment		2,925	
Contribution to the IVHS Fund (Lease Traffic Operations Facility)		65,000	
3. Permits and Environmental Concerns:			
Trucker Maps		2,100	
4. Board of Road Commission			
Awards, Employees and Retirees		2,500	

	Revenue	Expenditures	Appropriation of Fund Balance
Decrease:			
5. Traffic Safety:			
Signal Systems Division			
Salary and Wage Adjustments		<1,059>	
6. Road Commission Contingency		<88,735>	
1995 Budget Proposed for Adoption	\$78,223,500	\$78,223,500	\$ -0-

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 date of September 28, 1994.



 Deborah Mathews
 Deputy-Secretary/Clerk of the Board

**COPY OF RESOLUTION ADOPTED BY THE BOARD OF COUNTY ROAD
COMMISSIONERS OF THE COUNTY OF OAKLAND, MICHIGAN
UNDER DATE OF SEPTEMBER 28, 1994**

SPECIAL ASSESSMENT FUND

RESOLVED, that the total revenue for the Road Commission for Oakland County Special Assessment Fund for Fiscal Year ending September 30, 1995 is estimated to be \$3,585,000. This amount, along with appropriation of fund balance of \$524,400, for a total of \$4,109,400, is hereby budgeted and appropriated to service the Special Assessment Fund expenditures of the Road Commission for Oakland County.

<u>Revenue</u>	<u>1995 Fiscal Year Revenue Appropriation</u>
Revenue from Special Assessment Rolls	\$3,000,000
Road Fund Contributions Net Underassessment	25,000
Interest on Assessment Rolls	500,000
Interest on Investments	<u>60,000</u>
	\$3,585,000
Appropriation of Fund Balance	<u>524,400</u>
Total Revenue and Appropriation of Fund Balance	\$4,109,400

FURTHER RESOLVED, that the \$4,109,400 of anticipated revenue and appropriation of fund balance is hereby appropriated for the following purposes:

<u>Operating Expenditures</u>	<u>1995 Fiscal Year Expenditure Appropriation</u>
Contractor Payments	\$2,700,000
Engineering and Administration	400,000
Principal Payment on Debt	800,000
Interest on Debt	154,400
Refund of Overassessments to Participants (net)	50,000
Note Payment Fees and Issue Costs	<u>5,000</u>
Total Expenditures	\$4,109,400

I hereby certify that the above is a true and correct copy of a resolution adopted by the Board of County Road Commissioners of the County of Oakland, State of Michigan, under date of September 28, 1994



Deborah Mathews
Deputy-Secretary/Clerk of the Board

**COPY OF RESOLUTION ADOPTED BY THE BOARD OF COUNTY ROAD
COMMISSIONERS OF THE COUNTY OF OAKLAND, MICHIGAN
UNDER DATE OF SEPTEMBER 28, 1994**

RESOLVED, that the total revenue for the Road Commission for Oakland County Intelligent Vehicle Highway System (IVHS) Program Fund for Fiscal Year ending September 30, 1995 is estimated to be \$13,178,400. This amount is hereby budgeted and appropriated to fund the Intelligent Vehicle Highway System Program Fund project expenditures of the Road Commission for Oakland County.

<u>Revenue</u>	<u>1995 Fiscal Year Revenue Appropriation</u>
Federal Revenue -- IVHS	\$10,653,000
Contribution from Road Fund -- IVHS	595,400
Cities and Villages Revenue -- IVHS	500,000
Private Enterprises Revenue -- IVHS	<u>1,430,000</u>
Total Revenue	\$13,178,400

FURTHER RESOLVED, that the \$13,178,400 of anticipated revenue is hereby appropriated for the following purposes:

<u>Operating Expenditures</u>	<u>1995 Fiscal Year Expenditure Appropriation</u>
IVHS Project Expenses	\$12,494,400
IVHS Projects -- RCOC Labor Costs	<u>684,000</u>
Total Expenditures	\$13,178,400

I hereby certify that the above is a true and correct copy of a resolution adopted by the Board of County Road Commissioners of the County of Oakland, State of Michigan, under date of September 28, 1994



Deborah Mathews
Deputy-Secretary/Clerk of the Board

**COPY OF RESOLUTION ADOPTED BY THE
BOARD OF COUNTY ROAD COMMISSIONERS
FOR OAKLAND COUNTY, MICHIGAN
UNDER DATE OF SEPTEMBER 28, 1994**

INTELLIGENT VEHICLE HIGHWAY SYSTEM (IVHS)

WHEREAS, the Managing Director has, pursuant to provisions of the Uniform budgeting and Accounting Act, recommended a Intelligent Vehicle Highway System budget for Fiscal Year 1995 and;

WHEREAS, a public hearing was held on said budget in compliance with said Act, and;

WHEREAS, the Board of Oakland County Road Commissioners, having reviewed the budget and taken into consideration the verbal and written comments of the public hearing and having received additional information from the Managing Director, is desirous of making changes in the recommended budget;

NOW, THEREFORE, BE IT RESOLVED, that the Managing Director's recommended budget is amended to increase the contributions from the Road Fund to the IVHS Fund in the amount of sixty-five thousand dollars for the annual cost of leasing the traffic operations facility.

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 date of September 28, 1994.



Deborah Mathews
Deputy-Secretary/Clerk of the Board



ROAD COMMISSION for OAKLAND COUNTY

MEMBER



1918

STATE OF MICHIGAN BOARD OF ROAD COMMISSIONERS

BOARD OF ROAD COMMISSIONERS

RUDY D. LOZANO
CHAIRMAN

JOHN E. OLSEN
VICE-CHAIRMAN

RICHARD V. VOGT
COMMISSIONER

August 31, 1994

BRENT O. BAIR
MANAGING DIRECTOR

GERALD M. HOLMBERG
DEPUTY MANAGING DIRECTOR
COUNTY HIGHWAY ENGINEER

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, 1995, for adoption by the Board of Road Commissioners.

Overview of the Proposed 1995 Budget

Summary Table 1 shows revenue of \$78,223,500. This provides for operating expenditures of \$58,036,500, and a Road Improvement Program of \$20,187,000 for contractor payments and purchases of rights-of-way. The program total, which amounts to \$24,330,500, includes the following amounts, which are a part of departmental operating expenditures:

Engineering	\$3,718,500
Engineering Consultants	80,000
Traffic-Safety	345,000
	<u>\$4,143,500</u>

In addition, the program includes \$3,100,000 for Special Assessment District projects, and \$13,113,400 for IVHS projects.

Revenue

Summary Table 2 shows the breakdown of 1995 revenue compared with the 1993 actual revenue and 1994 budget. The 1995 estimated funding for the fiscal year is \$78,223,500. Other state and federal revenue include amounts received from the state for maintaining the state trunk lines, 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.

Expenditures

Summary Table 3 shows recommended departmental appropriations compared with actual 1993 expenditures and 1994 budget. The 1995 budget of 548 authorized positions represents no change in the number of positions from the prior year.

Respectfully submitted,

Brent O. Bair
Managing Director

/lb
Budget.95

COPY OF RESOLUTION ADOPTED BY THE
BOARD OF COUNTY ROAD COMMISSIONERS
FOR OAKLAND COUNTY, MICHIGAN
UNDER DATE OF JUL 27 1994

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

WHEREAS, the Managing Director has presented a proposed 1995 Budget and proposed 1995 Primary and Local Road Improvement Program for the Fiscal Year ending September 30, 1995

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 Wednesday, August, 31, 1994, 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 1995 Budget and proposed 1995 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:

JUL 27 1994



Deborah Mathews
Deputy-Secretary/Clerk of the Board

Board of County Road Commissioners
for
Oakland County

INTER-DEPARTMENT MEMORANDUM

Date: April 5, 1994

To: All Department Directors
From: Brent O. Bair
Subject: 1995 BUDGET LETTER

Enclosed are forms for departmental budget requests for fiscal year 1995. Dates have been established for completion, and must be met so that the recommended budget for the next fiscal year beginning October 1, 1994 can be presented to the Board of Road Commissioners on August 10, 1994.

Please note the following in preparing your submissions:

1. To the extent possible, your budget submission should reflect the contents of the five-year strategic plan for those areas where your department contributes to achieving the goals set forth in that plan.
2. Safety continues to be our No. 1 priority, and, therefore, when faced with competing priorities, safety must be given primary consideration. Both the safety of employees and the traveling public should be addressed in your budget, where appropriate.
3. All requests for capital expenditures of \$25,000 or more must be accompanied by a cost benefit analysis. Capital equipment that is replacing equipment should include data regarding repair costs.
4. The department directors' cover letter for the budget submission must indicate any expenditures that were not included in the three-year financial plan. Once again, the test will be whether or not the departmental request was contained in FP94.
5. Especially for operating departments, the cover memorandum should indicate how the budget submission reflects the needs identified in the strategic planning meetings with communities, especially within the four domains.

The above should be used as a checklist during the preparation of your FY95 budget submission.

Once again, other than the possibility of additional federal demonstration funds for IVHS activities, or selected road construction projects, no new revenue sources should be anticipated during FY95. Thus, department directors should continue to review departmental operations to identify any possible cost reductions, cost containment measures, and operating efficiencies, and include those in the budget submission documentation.

c: Gerald Holmberg
/lb
Encls.



Glossary

Ali-Scout:	An advanced traveler information system that monitors the ebb and flow of vehicles and broadcasts audible and graphic directions and roadway instructions to drivers through low-powered on-board receivers.
Appropriation:	Authorization made by the Board of Road Commissioners permitting the Road Commission to incur obligations and make expenditures.
Asset:	Property owned which has monetary value.
ATMS:	Advanced Traffic Management System. See IVHS.
Autoscope:	Video-vision technology which utilizes intersection-placed television cameras to "count" and evaluate speed for all vehicles entering the influence zone of an intersection for signal timing.
Basis of Accounting:	The Road Commission for Oakland County's annual operating budget is prepared in conformity with generally accepted accounting principles (GAAP) and is on the modified accrual basis of accounting. Revenue is recognized in the accounting period when it becomes available and measurable.
Budget:	A financial plan for a specific period of time (fiscal year). The Road Commission's budget covers the period of October 1 through September 30.
Budget Adjustment:	A procedure by the Board of Road Commissioners or Managing Director to amend budget appropriations. Also called appropriation transfer.
Build Michigan:	Funding appropriated by the Michigan legislature in 1992 in response to growing shortfalls in transportation funding. Revenue will augment existing spending for pavement rehabilitation, gravel road maintenance, drainage improvement projects and capital purchases. Scheduled to end prior to Fiscal Year 1996.
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.
CMAQ:	Congestion Mitigation Air Quality. Funding distributed based on a statewide rating system.
Contingency Account:	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
Critical Bridge:	Federal funding for bridge replacement. The state supplements the fund and prioritizes the projects.
Debt Service:	Payment of interest and repayment of principal to holders of government's debt instruments.
Demo:	Federally-sponsored grants for transportation demonstration projects originating from Congress and the U.S. Department of Transportation.
Expenditures:	The outflow of funds paid for assets, goods, services, and costs related to the Road Improvement Program.

Glossary

FAS:	Federal Aid Secondary. Federal road improvement funding specifically for designated rural roads and highways. In 1992, FAS was incorporated into STP funding.
FAUS:	Federal Aid to Urban Systems. Road improvement funding, specifically for designated roads and highways in urban areas. In 1992, FAUS was incorporated into STP funding.
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, special assessment fund and IVHS 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. Federal funding for highway safety improvements. In 1992, HES was incorporated into STP Safety Funding.
IVHS:	Intelligent Vehicle Highway System. An integrated traffic guidance/information system using such components as SCATS and Ali-Scout.
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.
MTF:	Michigan Transportation Fund. State-collected motor fuel and vehicle taxes. Primary source of road improvement funding.
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 salaries, supplies, utilities, materials, purchase of road equipment, fuel, etc.
RCOC:	Road Commission for Oakland County
Revenue:	Funds the Road Commission receives as income. It includes four major categories: fuel and vehicle taxes (Michigan Transportation Fund); Federal and state revenue; revenue from local governments; and fees and other revenue.
RIP:	Road Improvement Program. A detailed schedule of construction and purchases of rights of way showing locations, funding sources, and types of projects (widening, bridges, gravel paving, intersections, etc.).
SAD:	Special assessment districts. Specific areas with improvements on subdivision streets. See "Special Assessment" below.

Glossary

- SCATS:** Sydney Coordinated Adaptive Traffic System. See section on Traffic Safety under "Department."
- Special Assessment** A levy made against certain properties (subdivisions) to defray the cost of certain road improvements deemed to primarily benefit those properties.
- STP:** Surface Transportation Problem. A new block grant type program that may be used for any roads except local or rural collectors, now called Federal-aid roads. Established by the Intermodal Surface Transportation Act of 1991.
- TEDF:** Transportation Economic Development Fund. State funding 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 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).

Goals and Objectives

The Budget Process

- Preparation** 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.
- Budget Calendar** It begins with the financial planning process in 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.
- Budget hearings are then held with each department director to discuss departmental goals and objectives and the ability to achieve them during the next fiscal year.
- Public Hearing** The Uniform Budgeting and Accounting Act requires the holding of an annual public hearing on the proposed Road Commission Budget and Road Improvement Program for the following fiscal year (page x of this document). It is at the public hearing where interested citizens and other parties can discuss the proposed Budget.
- Adoption** Following adoption by the Board, amendments are made to the Budget during the fiscal year by way of the appropriation transfer as outlined in the Board of Road Commissioners' resolution (page iii of this document).
- Method** This Budget uses the modified accrual basis of accounting (see Glossary for further explanation).

Goals and Objectives

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

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

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

- . 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 the 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 changes in RCOC goals and objectives. This new strategic focus is reflected in the budget process of the organization.

Needs and Strategies

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

To identify the transportation needs of the local communities, 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 \$1.55 billion. Community officials' requests are then analyzed and prioritized into four distinct areas of concern:

The Condition of Gravel Roads

Many communities served primarily by gravel roads continue to experience accelerated development. 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.

However, gravel roads will not be graded more frequently unless additional funding for operations becomes available.

Build Michigan Funds, in the amount of \$300,000, have been allocated for contractor applied gravel. This is in addition to the RCOC applied gravel.

The Safety, Capacity, and Condition of Paved Roads

Increased travel, increasing age and limited funding combine to reduce the servicability 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.

A Pavement Management System was purchased by the Road Commission in 1986. It is a personal-computer-based program used to assist in identifying cost-efficient strategies for rehabilitating and maintaining our paved primary and mile-type local roads.

Data describing pavement and road base conditions are entered into the system and a present status summary is prepared. The summary indicates which road segments on the paved system are in the best and worst condition based on the pavement quality index (PQI) measure assigned to each segment by the Pavement Management System. The system can provide status summaries sorted by a number of segment indices. Demand maintenance and needs analysis studies can also be performed using the system.

During 1995, there will be various programs implemented either by the Highway Maintenance or Engineering Departments to address various pavement conditions. Even though the proposed programs do not address all the needs as shown in the Pavement Management System, they are a systematic attempt to improve the entire paved network by applying the appropriate remedies or repairs based on the pavement condition.

The 1995 Road Improvement Program contains monies for improvement of paved roads, mainly for capacity and safety improvements with some funding earmarked for improvement of paved conditions.

Needs and Strategies

Traffic Management System

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) now being implemented, promise even greater safety and efficiency.

The Road Commission has been able to attract over \$28 million from County, State, and Federal sources in Fiscal Years 1993 and 1994 to deploy this Advanced Traffic Management System (ATMS) in the cities of Troy, Rochester Hills, Auburn Hills, and Pontiac. This funding is specifically allocated to the IVHS project and not available for day-to-day operations.

The IVHS project is comprised of the Sydney Coordinated Adaptive Traffic System (SCATS), using autoscope video imaging for detection of traffic conditions, and the Ali-Scout driver information system. During Fiscal Year 1994, the Road Commission deployed SCATS and autoscope at over 100 intersections.

In Fiscal Year 1995, Revenue of over \$13 million from Local, State, and Federal sources will be used to deploy SCATS at up to 120 intersections.

Improved Road Drainage Systems

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

The Fiscal Year 1995 Road Improvement Program includes \$100,000 for drainage improvements and \$892,000 for bridges and bridge maintenance. It is anticipated that a drainage structure information management system will be developed and implemented in the near future. The Road Commission will continue the successful 50/50 matching drainage program with local units of government.

Summary

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 foregoing areas of concern expressed by community officials. These concerns cross departmental boundaries, enabling a more comprehensive team approach to solving problems at the Road Commission. It is intended this strategic focus will help the Road Commission for Oakland County to realize its vision of "Quality Life Through Good Roads."

STRATEGIES FOR MEETING CUSTOMER NEEDS

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

Gravel Road Strategies

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

- a. Coordinate gravel road grading and dust control activities.
- b. Review current grading practices.
- c. Implement a road grading training program.
- d. Review current specifications for gravel road materials and design.

Needs and Strategies

Gravel Road Strategies (Continued)

- e. Identify demonstration project possibilities utilizing different materials and designs.
- f. Reexamine the engineering requirements associated with approaching paving projects.
- g. Monitor the development of the gravel road information system, similar to the pavement management in use for paved roads.
- h. Evaluate accident data for gravel roads to determine appropriate countermeasures.
- i. Improve the condition of equipment used to maintain gravel roads.
- j. Develop a long-range gravel road improvement plan consistent with the development goals of the communities.
- k. Establish speed controls on gravel roads.
- l. Encourage cooperative funding with local governmental units and the private sector for upgrading gravel roads.

Paved Road Strategies

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

- a. Continue to use the pavement management system to establish priorities and treatment alternatives for paved road preservation projects.
- b. Implement regular programs of paved road preservation activities in the Road Improvement Program.
- c. Review current paved road maintenance practices with emphasis on innovative approaches for paved road preservation and maintenance administration.
- d. Evaluate the paved road system for areas of traffic congestion, and explore low-cost, innovative approaches for improving mobility.
- e. Continue to incorporate traffic accident countermeasures into road preservation projects.
- f. Improve aesthetic value of roadsides by recruiting volunteer groups for litter control activities through continued funding of the "Adopt-a-Road" program.

Traffic Management Strategies

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

- a. Develop a traffic signal management information system to monitor traffic conditions, track signal equipment and parts inventories, and monitor trouble calls and routine maintenance.
- b. Increase traffic volume counts taken on a routine basis.
- c. Continue to apply for Federal aid for traffic signal modernization and optimization.
- d. Continue to review new software developments for optimal signal timing.
- e. Improve facilities for signal equipment repair and fabrication to minimize downtime.
- f. Improve the troubleshooting capabilities of the Traffic Safety Department's signal crews.
- g. Monitor and evaluate the advanced traffic management system (ATMS) demonstration project in Troy and expand county-wide as funding becomes available.
- h. Continue to evaluate new technologies for advanced traffic management systems.

Needs and Strategies

Drainage System Strategies

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

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

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

Summary

While it is evident that the departments have emphasized the four areas of concern expressed by community officials, expenditures are constrained by funding limitations, and changes in the work environment are needed.

STRATEGIES TO IMPROVE THE WORK ENVIRONMENT

Over the years, the Road Commission has been able to identify many areas for improving the work environment. These needs have been reflected in the Road Commission's mission statement and strategic goals.

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

In response to these needs, the Road Commission has implemented a number of programs, including Positive Discipline, an Affirmative Action program, an Employee Assistance Program, a Position Classification Study, a Leadership Training Program and department level strategic planning involving employees at all levels within the organization. In addition, funds are provided in the Fiscal Year 1995 Budget for an agency wide Annual Physical/Wellness Program.

These programs are augmented by the ongoing efforts of the strategic planning process, as participants wrestle with strategies for empowering employees, building trust, strengthening employee skills and improving communication.

REVIEW OF EXISTING RESOURCES

Physical Plant

In Fiscal Year 1994, the RCOC exercised its option on a lease and purchased the Michigan Department of Transportation building adjacent to the Southfield Garage.

Needs and Strategies

A number of modifications and improvements are planned in 1995. Among them are:

- . Landscaping improvements in various Districts to improve aesthetics and screen yards
- . Construction of tire storage area in mechanic's garage
- . Drainage improvements in various Districts
- . Various improvements in the PVR Center and Beverly Hills locations required by the Americans with Disabilities Act of 1990 (ADA)

Manpower

A total of 548 full-time positions are authorized in the Fiscal Year 1995 Budget. This represents no change in the level of staffing from the Fiscal Year 1994 Budget. Budget Exhibit A-7 beginning on page 36 details these positions by department.

Seasonal salaries total \$138,520 and are shown by department in Budget Exhibit A-5 (page 29). The enhancement of the workforce through the use of seasonal employees assures a high customer satisfaction index for RCOC customers during peak periods.

To further maximize the resources of the workforce, the Road Commission transfers some maintenance personnel during the winter months to areas where their talents can be better utilized. For example, most guardrail installation takes place during the warmer months; in cooler weather, these laborers supplement the highway maintenance districts to clear roadways.

Winter maintenance transfers are noted on departmental Position-Salary Details.

Summary Table 1

REVENUE AND EXPENDITURES

Fiscal Year Ending 9/30/95

Revenue

Revenue	\$78,223,500
---------	--------------

Total Revenue	\$78,223,500
----------------------	---------------------

Expenditures

Operating Expenditures	\$58,036,500
------------------------	--------------

Road Improvement Program	20,187,000
--------------------------	------------

Total Expenditures	\$78,223,500
---------------------------	---------------------

ROAD COMMISSION for OAKLAND COUNTY REVENUE BY SOURCE 1995

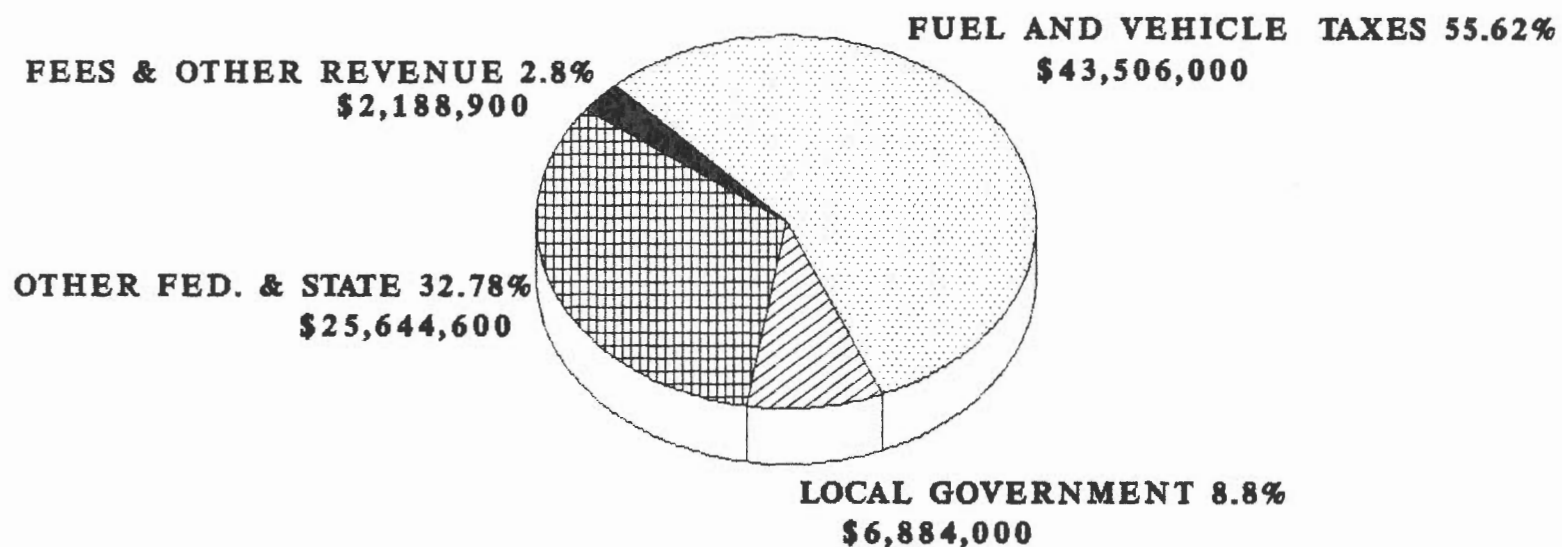


Figure 1

Summary Table 2

COMPARATIVE SUMMARY OF REVENUE

	1993 Actual Fiscal Year Ended 9/30/93	1994 Budget as Adopted 9/22/94	1995 Budget Fiscal Year Ending 9/30/95
Fuel and Vehicle Taxes	\$40,209,640	\$41,464,800	\$43,506,000
Other Federal and State Revenue	13,345,312	25,926,846	25,644,600
Revenue from Local Government	4,627,932	6,079,354	6,884,000
Fees and Other Revenue	1,512,593	1,944,000	2,188,900
Proceeds from Long-Term Debt	<u>1,943,335</u>	<u>1,500,000</u>	<u>0</u>
Total Revenue	\$61,638,812	\$76,915,000	\$78,223,500
Revenue (Over)/Under Expenditures	<u>(3,862,270)</u>	<u>500,000</u>	<u>0</u>
Total Expenditures	\$57,776,542	\$77,415,000	\$78,223,500

Budget Exhibit A-1

1995 BUDGETED REVENUE BY SOURCE

<u>Revenue Source</u>		<u>1995 Budget</u>
Fuel and Vehicle Taxes		
Engineering	\$ 10,000	
Primary Roads	30,447,200	
Local Roads	5,567,488	
Urban Primary Roads	5,697,976	
Urban Local Roads	<u>1,783,336</u>	
Total Fuel and Vehicle Taxes		\$43,506,000
Federal & State Revenue		
State Maintenance Contracts	7,650,000	
State Non-Maintenance Contracts	420,000	
Federal Aid -- Road Improvement Program	6,769,600	
State Category "C" Funds-RIP	9,820,000	
Federal Aid-Traffic Signal Program	<u>985,000</u>	
Total Federal and State Revenue		25,644,600
Revenue from Local Government		
Contributions from Townships	1,151,200	
Contributions from Cities	2,544,750	
County Contributions	1,071,250	
Other Contributions including work orders	796,800	
Traffic Signal Maintenance	920,000	
S.A.D. Engineering & Administration	<u>400,000</u>	
Total Revenue from Local Government		6,884,000
Fees and Other Revenue		
Revenue for IVHS Services Performed	684,000	
Interest Earned	350,000	
Sundry Revenue	17,500	
Sale of Maps & Plans	45,000	
Permit Fees	336,000	
Inspection Charges	341,400	
Calcium Chloride Revenue	350,000	
Purchase Discount	15,000	
Proceeds from Disposal of Equipment	<u>50,000</u>	
Total Fees and Other Revenue		<u>2,188,900</u>
Total:		\$78,223,500

Budget Exhibit A-2

1995 ROAD IMPROVEMENT PROGRAM

SOURCES OF FUNDING

<u>Description</u>	<u>Federal Aid, & State "C" Funds</u>	<u>City Share</u>	<u>Township Share</u>	<u>County Share</u>	<u>RCOC Share</u>	<u>Totals</u>
Safety Widenings	\$4,576,000	\$1,068,000	\$ 29,000	\$ 0	\$297,000	\$5,970,000
Safety Intersections	650,000	44,750	18,500	35,500	63,250	812,000
Spot Safety Projects	0	0	0	0	25,000	25,000
Tri-Party Program	0	250,000	250,000	500,000	500,000	1,500,000
Major Resurfacing with Safety (RRR)	659,000	0	0	0	208,000	867,000
Bridges and Bridge Restoration	0	25,000	25,000	0	50,000	100,000
Contract Maintenance Bridge Mgmt.	0	120,000	10,000	0	130,000	260,000
Drainage Improvements	0	0	50,000	0	50,000	100,000
 Subtotal:	 \$5,885,000	 \$1,507,750	 \$382,500	 \$535,500	 \$1,323,250	 \$9,634,000

1995 Completion of 1994 Projects in Progress:

Safety Widenings	\$7,508,000	\$740,500	\$209,000	71,250	\$878,250	\$9,407,000
Pave Gravel Roads	2,051,200	0	256,400	0	256,400	2,564,000
Bridges and Bridge Restoration	505,400	0	13,300	0	13,300	532,000
Tri-Party	0	214,500	250,000	464,500	464,500	1,393,500
Other	640,000	40,000	40,000	0	80,000	800,000
 Subtotal:	 \$10,704,600	 \$995,000	 \$768,700	 \$535,750	 \$1,692,450	 \$14,696,500

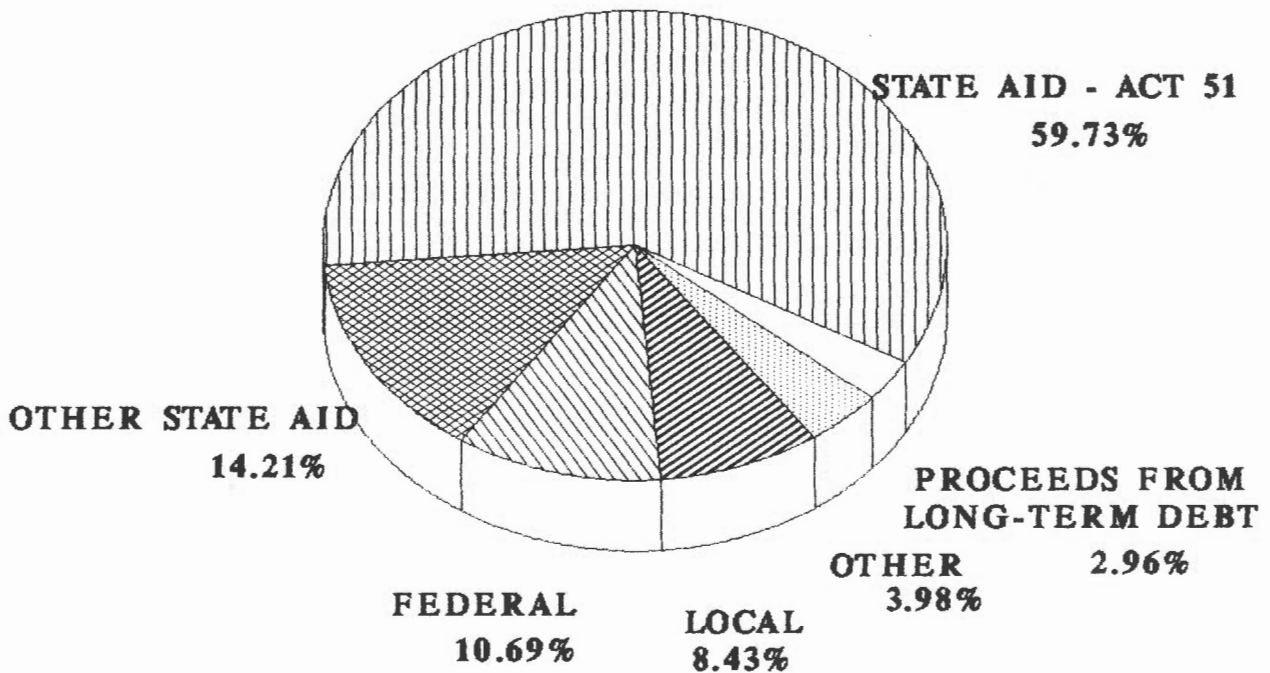
Total 1995 RIP: \$24,330,500

Special Assessment District Projects: 3,100,000

Intelligent Vehicle Highway System Projects 13,178,400

GRAND TOTAL: \$40,608,900

RCOC REVENUE SOURCES 1984 - 1993



Does not include IVHS and SAD Funds.

Figure 2

Summary of Revenue

Although the nature of road funding in the future remains uncertain, the Road Commission remains committed to maintaining fiscal stability, integrated work plans, and coordinated budgets with minimal negative impact on customer satisfaction.

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.

The Intermodal Surface Transportation Efficiency Act of 1991 provides for a fifty percent (50%) increase in Federal Funding to the State of Michigan. It also provides for more flexibility in transferring funds to areas and programs where needs are greatest.

The RCOC's experience with the new Federal Aid policy during Fiscal 1994 has been positive, and continued benefits to Oakland County are projected from Federal revenue sources.

The RCOC also anticipates continued funding for the innovative Intelligent Vehicle Highway System (IVHS) program. Congress has approved \$20 million for phase IIB. RCOC will receive \$17 million and MDOT will receive \$3 million. In Fiscal 1995, over \$13 million has been budgeted for Phase IIB.

The IVHS activity is set up as a separate fund, budgeting its own revenue and expenditures. Because it is a separate fund, the IVHS activities are not a part of the Road Fund Budget, with the exception of anticipated revenue generated from the IVHS projects to reimburse RCOC for staff time spent on related activities and for anticipated expenditures required from RCOC for required matching of Federal funds (see pages v and 101).

State Revenue

While the Road Commission receives revenue from multiple sources, most of which are designated for specific projects or programs, allocations from the Michigan Transportation Fund (MTF) represent the major source and are primarily targeted for operating needs.

These allocations are generated through fees paid by consumers when purchasing gasoline and diesel fuel and through collected vehicle tax.

While the fuel tax rate of 15 cents per gallon has remained constant since 1984, the fuel efficiency of vehicles has steadily improved. This results in the customer paying less per mile in road user fees.

Figure 3 on page 17 represents a history of MTF revenue, current year's amended budget and 1995 projected revenue. It is worth noting the Michigan Transportation Fund revenue increase is not projected to keep up with the rate of increase of major expenditures such as salaries and wages.

"Build Michigan"

In response to the growing shortfall in transportation funding, a program called "Build Michigan" was instituted by the Michigan legislature in 1992. This program provides monies for local Road Commission agencies to supplement their existing road improvement programs, projects, and capital outlay budgets. It is included as part of MTF funding (Figure 3).

Summary of Revenue

Build Michigan Allocations by Strategic Concern Category

Description	1993 Budget	1994 Budget	1995 Budget
Paved Roads:			
Resurfacing Program(RIP)	\$1,700,000	\$600,000	\$ 0
Concrete Repair (Hwy Maint Conts)	100,000	300,000	253,000
Pavement Legends (Traffic Safety)	0	100,000	200,000
Recessed Markers (Traffic Safety)	25,000	45,000	45,000
Gravel Roads:			
Applied Gravel (RCOC's Hwy Maint)	100,000	190,000	300,000
Calcium Chloride Program	200,000	200,000	0
Drainage:			
Drainage Work (Sm Bridge/Culvert) (Hwy Maintenance)	200,000	180,000	175,000
Traffic Management:			
IVHS Match for Federal Funds	275,000	225,000	430,000
Other:			
Equipment (Cash Purchase) All Departments	1,150,000	2,930,000	3,372,000
TOTALS:	\$3,750,000	\$4,770,000	\$4,775,000

It is anticipated that the Road Commission for Oakland County will receive \$4.775 million in Fiscal Year 1995 from this program. Revenue from the "Build Michigan" fund will enable significantly higher expenditures for pavement rehabilitation, gravel road maintenance, drainage improvement projects, and heavy equipment purchases. Unfortunately, however, the program is scheduled to expire prior to the 1996 fiscal year.

Local Revenue

Local governments are another important source of revenue to the RCOC. Approximately 6% to 8% 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.

Cities and villages also rely on the fuel user fee, and have experienced similar declines in revenue limiting road improvement initiatives at the local level. Reduced revenue sharing at the local level also contributes to limitations in road improvement funding.

The County of Oakland is another source of local revenue.

Currently, Oakland County contributes \$1 million annually toward the Tri-Party Program. This program is a one-third matching program consisting of the county contribution and supplemented by equal amounts from the Road Commission and the local community.

In 1992, a \$2 million contribution was made by the County of Oakland to the IVHS fund for a pilot project to deploy an Advanced Traffic Management System (ATMS). This contribution was instrumental in subsequently attracting a \$10 million Congressional appropriation to expand and continue the program.

The Road Commission for Oakland County will also continue to encourage greater participation from local units of government and private sector sources for road improvements and maintenance.

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:

- . Revenue for IVHS services performed
- . The Subdivision Improvement and Development 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
- . Calcium chloride applications on gravel roads. However, this funding source has been declining from previous years reflecting RCOC's reduction in material costs related to new brine wells added. These savings are being passed on to our customers.
- . Work order revenue from local units of government

A final element of this category is revenue generated from interest realized on investments.

Debt

There is no borrowing budgeted for Fiscal Year 1995.

Factors Affecting Present and Future Revenue

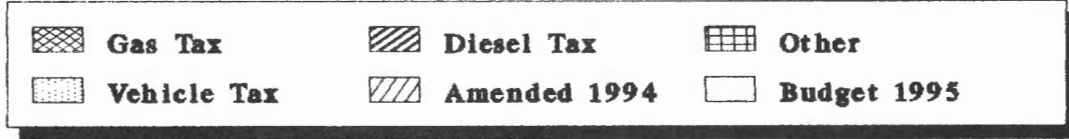
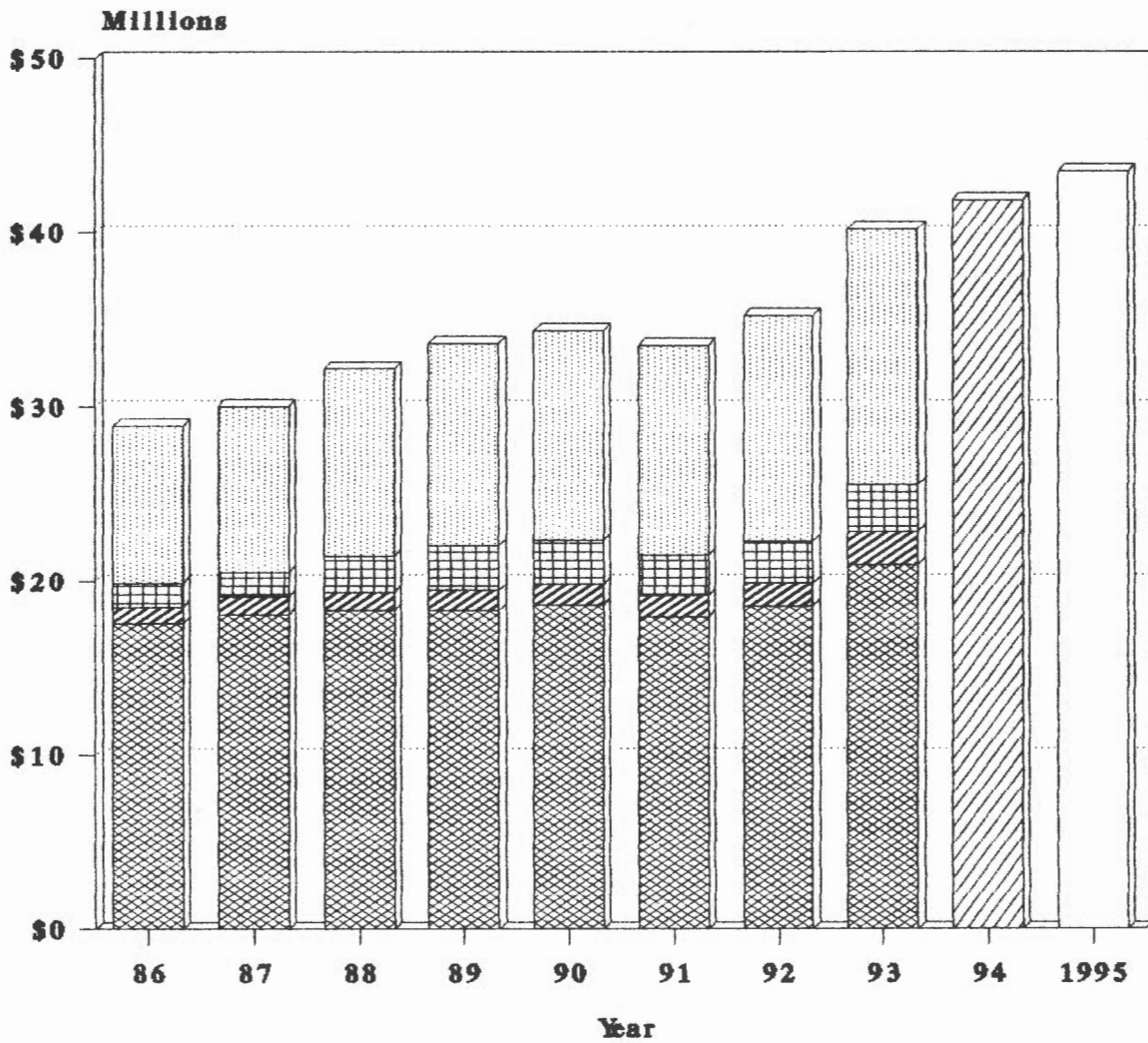
Although increased fuel economy is beneficial in conserving domestic oil reserves, reducing dependency on foreign oil, and reducing air pollution, it is seriously impacting the Michigan Transportation Fund revenue, RCOC's major source of funding (Figure 3).

The Road Commission MTF allocation is determined by a formula reflecting Oakland County's road mileage by road type, population characteristics and vehicle registrations.

As the number of vehicles on the road increases, it is imperative that the structural integrity of the roads be maintained to protect the investment in the infrastructure. Currently, the backlog of critical needs, as determined by the communities during the 1993-1994 Strategic Planning Meetings, has reached over \$1.55 billion dollars in Oakland County.

Further compounding the problem is the automotive industry's pursuit of alternative energy sources, such as electricity and solar energy. New power sources will require new methods of assessing road usage and user fees.

Michigan Transportation Fund Revenue History 1986-1995



1986-1993: Actual
 1994: Amended Budget, 1995: Budget **Figure 3**

Summary Table 3

COMPARATIVE SUMMARY OF EXPENDITURES

<u>Department</u>	<u>1993 Actual Fiscal Year Ended 9/30/93</u>	<u>1994 Budget As Adopted 9/22/93</u>	<u>1995 Budget Fiscal Year Ending 9/30/95</u>
Board of Road Commissioners	\$ 103,963	\$ 115,100	\$ 125,100
Managing Director	562,799	565,543	597,911
Planning and Development	575,528	717,745	893,185
Citizen Services	200,370	280,002	256,068
Finance	620,668	639,265	675,780
Legal	407,534	473,326	493,315
Personnel	315,244	346,124	383,586
Central Operations	6,191,085	7,783,081	7,310,024
Engineering	4,180,264	4,239,130	4,701,733
Traffic Safety	6,687,735	7,811,741	8,673,751
Permits and Environmental Concerns	775,678	914,325	1,002,557
Highway Maintenance	16,952,809	17,081,269	17,091,187
Non-Departmental	<u>12,292,549</u>	<u>15,578,516</u>	<u>15,832,303</u>
Total Operating	\$49,866,226	\$56,545,167	\$58,036,500
Road Improvement Program Contractor Payments & ROW	<u>7,910,316</u>	<u>20,869,833</u>	<u>20,187,000</u>
TOTAL EXPENDITURES	\$57,776,542	\$77,415,000	\$78,223,500

ROAD COMMISSION for OAKLAND COUNTY ALLOCATION of FUNDS 1995

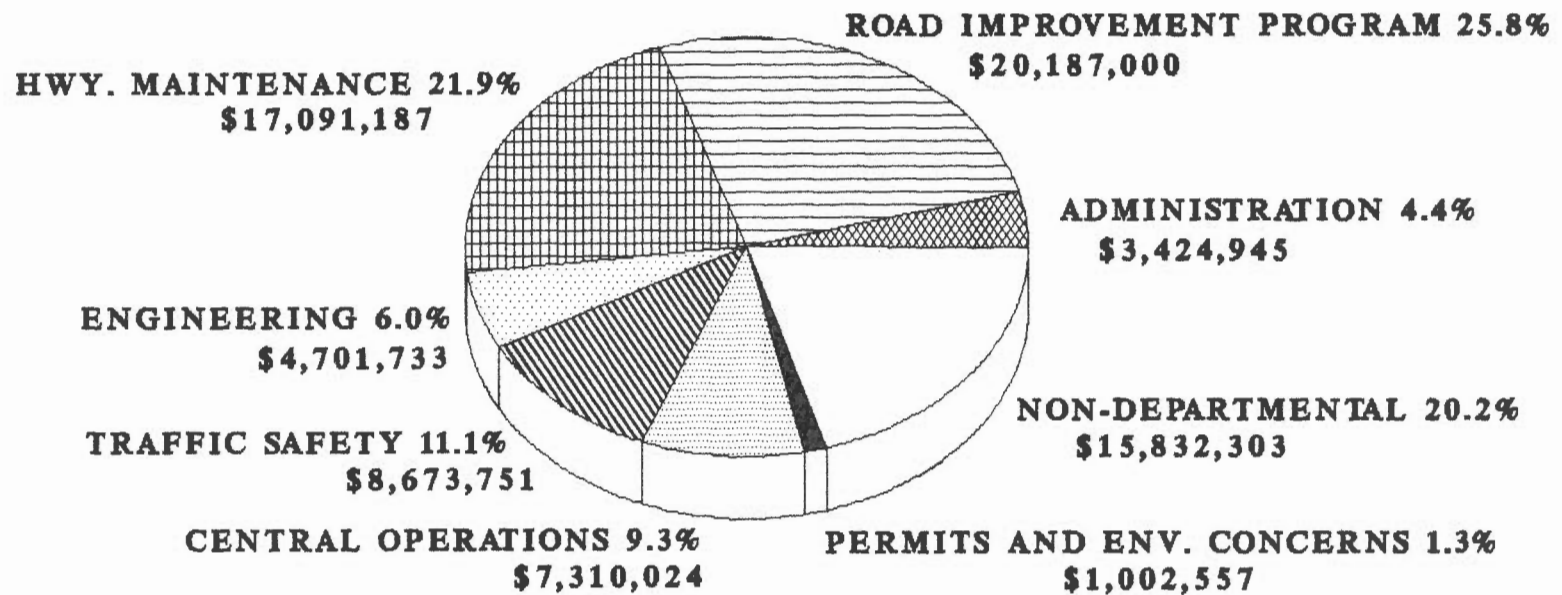


Figure 4

Budget Exhibit A-3

1995 DEPARTMENTAL BUDGET -- APPROPRIATION BY OBJECT Compared to 1993 Actual & 1994 Budget

	<u>1993</u> <u>Actual</u>	<u>1994</u> <u>Budget</u>	<u>1995</u> <u>Budget</u>
Board of Road Commissioners			
Personal Services	\$ 30,441	\$ 31,000	\$ 31,000
Contracted Services	55,420	59,000	61,000
Materials, Supplies & Parts	507	400	600
Other Expenses	17,595	24,700	32,500
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>
	\$103,963	\$115,100	\$125,100
Managing Director			
Personal Services	\$395,884	\$380,443	\$395,161
Contracted Services	79,911	96,200	97,000
Materials, Supplies & Parts	9,754	10,800	11,000
Other Expenses	60,760	72,700	76,000
Capital Outlay	<u>16,490</u>	<u>5,400</u>	<u>18,750</u>
	\$562,799	\$565,543	\$597,911
Planning & Development			
Personal Services	\$449,102	\$531,445	\$561,150
Contracted Services	97,665	154,660	282,975
Materials, Supplies & Parts	21,593	22,140	22,640
Other Expenses	5,118	5,300	3,500
Capital Outlay	<u>2,050</u>	<u>4,200</u>	<u>22,920</u>
	\$575,528	\$717,745	\$893,185
Citizen Services			
Personal Services	\$195,197	\$267,772	\$248,828
Contracted Services	0	0	0
Materials, Supplies & Parts	2,526	4,690	6,200
Other Expenses	38	1,240	1,040
Capital Outlay	<u>2,609</u>	<u>6,300</u>	<u>0</u>
	\$200,370	\$280,002	\$256,068
Finance			
Personal Services	\$579,797	\$593,350	\$621,110
Contracted Services	7,153	10,765	10,100
Materials, Supplies & Parts	8,084	8,500	9,000
Other Expenses	4,135	5,050	3,730
Fixed Charges	18,390	19,100	19,540
Capital Outlay	<u>3,109</u>	<u>2,500</u>	<u>12,300</u>
	\$620,668	\$639,265	\$675,780
Legal			
Personal Services	\$376,607	\$433,666	\$450,065
Contracted Services	4,384	10,000	10,000
Materials, Supplies & Parts	3,775	5,200	5,400
Other Expenses	22,768	24,460	25,350
Capital Outlay	<u>0</u>	<u>0</u>	<u>2,500</u>
	\$407,534	\$473,326	\$493,315
Personnel			
Personal Services	\$225,655	\$264,824	\$275,896
Contracted Services	66,110	56,700	60,800
Materials, Supplies & Parts	5,682	3,500	3,500
Other Expenses	17,797	20,400	35,790
Capital Outlay	<u>0</u>	<u>700</u>	<u>7,600</u>
	\$315,244	\$346,124	\$383,586

Budget Exhibit A-3

1995 DEPARTMENTAL BUDGET -- APPROPRIATION BY OBJECT Compared to 1993 Actual & 1994 Budget

	1993 <u>Actual</u>	1994 <u>Budget</u>	1995 <u>Budget</u>
Central Operations			
Personal Services	\$2,729,747	\$2,986,716	3,055,793
Contracted Services	139,115	150,965	126,691
Materials, Supplies & Parts	2,206,534	2,366,675	2,419,070
Other Expenses	27,388	38,225	29,120
Fixed Charges	653,772	674,400	723,000
Capital Outlay	<u>434,529</u>	<u>1,566,100</u>	<u>956,350</u>
	<u>\$6,191,085</u>	<u>\$7,783,081</u>	<u>\$7,310,024</u>
Engineering			
Personal Services	\$3,417,837	\$3,674,930	\$3,839,488
Contracted Services	570,312	369,600	415,850
Materials, Supplies & Parts	64,311	59,540	61,600
Other Expenses	15,439	24,060	26,345
Fixed Charges	593	2,500	1,000
Capital Outlay	<u>111,772</u>	<u>108,500</u>	<u>357,450</u>
	<u>\$4,180,264</u>	<u>\$4,239,130</u>	<u>\$4,701,733</u>
Traffic Safety			
Personal Services	\$3,372,584	\$3,715,709	\$3,837,600
Contracted Services	1,629,438	2,069,950	1,682,700
Materials, Supplies & Parts	972,537	1,420,882	2,318,231
Other Expenses	26,174	26,950	39,320
Fixed Charges	76,842	67,500	70,500
Capital Outlay	<u>610,160</u>	<u>510,750</u>	<u>725,400</u>
	<u>\$6,687,735</u>	<u>\$7,811,741</u>	<u>\$8,673,751</u>
Permits and Environmental Concerns			
Personal Services	648,731	796,150	\$839,242
Contracted Services	43,434	52,125	68,015
Materials, Supplies and Parts	11,445	19,500	35,200
Other Expenses	3,175	4,900	8,100
Fixed Charges	0	7,400	0
Capital Outlay	<u>68,893</u>	<u>34,250</u>	<u>52,000</u>
	<u>\$775,678</u>	<u>\$914,325</u>	<u>\$1,002,557</u>
Highway Maintenance			
Personal Services	\$8,051,107	\$8,508,964	\$8,773,936
Contracted Services	2,395,412	2,591,290	2,316,725
Materials, Supplies & Parts	3,740,644	3,581,515	3,580,266
Other Expenses	43,642	38,350	42,760
Fixed Charges	200,890	161,150	165,000
Capital Outlay	<u>2,521,114</u>	<u>2,200,000</u>	<u>2,212,500</u>
	<u>\$16,952,809</u>	<u>\$17,081,269</u>	<u>\$17,091,187</u>
Non-Departmental			
Risk Management	\$844,958	\$2,999,100	\$2,346,700
Employee Benefits	9,271,272	9,103,700	10,084,000
Other	111,592	58,300	62,425
Inventory Adjustments	29,053	125,000	125,000
Road Commission Contingency	0	402,970	463,895
Debt Service	1,964,295	2,645,446	2,514,883
Contributions to IVHS Program	71,379	605,000	595,400
Personnel Turnover (Attrition)	0	(361,000)	(360,000)
	<u>\$12,292,549</u>	<u>\$15,578,516</u>	<u>\$15,832,303</u>
Total Operating Funds	\$49,866,226	\$56,545,167	\$58,036,500
Road Improvement Program (Contractor Payments & ROW)	7,910,316	20,869,833	20,187,000
TOTAL	<u>\$57,776,542</u>	<u>\$77,415,000</u>	<u>\$78,223,500</u>

Budget Exhibit A-4

Fiscal Year 1995

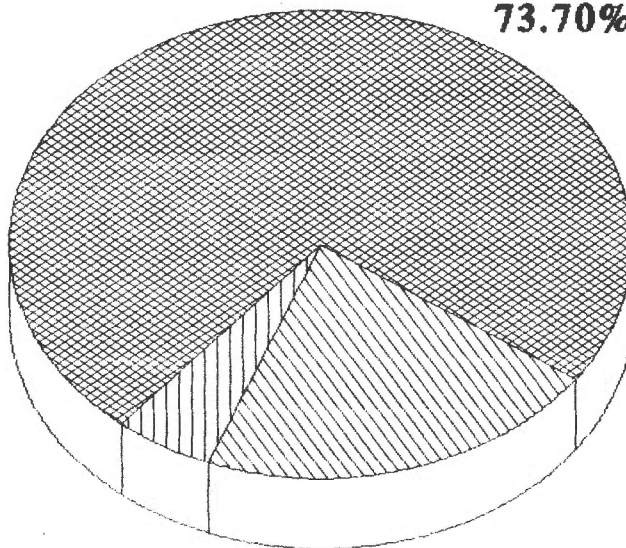
APPROPRIATION SUMMARY -- OPERATING BY OBJECT

Salaries	\$22,929,269
Contracted Services	5,131,856
Materials, Supplies & Parts	8,600,207
Other Expenses	3,429,475
Fixed Charges	13,577,923
Capital Outlay	<u>4,367,770</u>
TOTAL	\$58,036,500

RCOC EXPENDITURES By Activity 1984 - 1993

OPERATIONS & ROAD IMPROVEMENTS

73.70%



ADMINISTRATION

5.20%

NON-DEPARTMENTAL

21.10%

Does not include IVHS and SAD Funds

Figure 5

Summary of Expenditures

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

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

OPERATING DEPARTMENTS

Central Operations The Central Operations Department, accounting for approximately 9% of total RCOC yearly expenditures, will maintain 74 authorized positions in Fiscal Year 1995.

Fleet Maintenance, Buildings and Grounds, and Purchasing comprise the Central Operations Department activities.

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

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

The Road Commission has averaged approximately \$1.5 million per year in expenditures for road equipment for the 10 year period 1983-1992. These expenditures include the fleet of cars, pickups, trucks, and heavy maintenance and traffic safety equipment. Also included are trailers, plows, mowers, barricades, bucket loaders, and miscellaneous other items. Beginning in 1993, funds were borrowed and "Build Michigan" funds were earmarked for replacement and modernization of this equipment. In Fiscal Year 1995, \$3.39 million is budgeted for road equipment.

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 maintenance. For example, an aggressive preventive maintenance program has been initiated to extend equipment service lives.

Engineering The Engineering Department will have an authorized staff of 85 employees in Fiscal Year 1995.

Engineering and road improvement activities account for approximately 32% of the Road Commission's annual expenditures and have kept pace with the availability of Federal and local funding.

The types of projects in the Road Improvement Program include 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, among others.

Summary of Expenditures

Engineering (continued)

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

Traffic Safety

The Traffic Safety Department will have an authorized staff of 95 employees in Fiscal Year 1995.

The Traffic Safety budget includes costs for installing and maintaining traffic signals, traffic signs, guardrail, pavement markings, and other traffic control and safety devices. The development, implementation and maintenance of the Intelligent Vehicle Highway System (IVHS) is also the domain of the Traffic Safety Department.

In a typical year, the Traffic Safety Department maintains over 75,000 traffic signs, with material and maintenance costs on 21,068 units exceeding \$350,000. The department responds to over 4,500 traffic signal trouble calls, replaces approximately 40,000 traffic signal lamps, and repairs or installs approximately 12,000 linear feet of new guardrail. Paying for the power necessary to operate the traffic signal system is an additional expense, and, in Fiscal Year 1993, cost \$868,000.

In Fiscal Years 1994 and 1995, a Traffic Management System will be employed to systematically inventory traffic signs and guardrail and program the maintenance and replacement of traffic signs. It is comprised of:

- . A traffic sign management system
- . A guardrail inventory and maintenance record.

Congress has approved a \$20 million Federal Demonstration Grant for Phase IIB of the IVHS Program. RCOC will receive \$17 million and MDOT will receive \$3 million. In Fiscal Year 1995, \$10.6 million of Federal monies plus State and Local monies, for a total of \$13.1 million, will be used to install SCATS at up to 120 intersections

Fiscal Year 1995 will see continued testing and evaluation of new detection techniques, integration of the SCATS and Ali-Scout systems, and further work on integrating the IVHS efforts with the Michigan Department of Transportation Freeway Operations Center.

Highway Maintenance

The Highway Maintenance Department will have 215 authorized employees in Fiscal Year 1995.

The Highway Maintenance Department accounts for approximately 22% of the total expenditures 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 2,500 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.

Summary of Expenditures

The department annually uses about 13,000 tons of patching materials, 85,000 tons of gravel, and 95,000 tons of snow control salts and sand. The department typically installs a mile of new culvert yearly, and applies approximately 4.5 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.

An integral part of our gravel road program is the application of brine for both dust and road stabilization. We have demonstrated in our Orion and Davisburg districts, where RCOC currently operates mineral wells, that a liberal application of brine helps to provide a smooth surface between gradings, retains the fine particles for a more uniform and dense riding surface, and provides a workable surface for grading during winter months and controls dust.

Since we have determined that we could recover the cost of a new well in approximately 1-3/4 years, a new brine well was installed at the Davisburg district in Fiscal Year 1993. This has enabled us to expand our chloride program without additional material costs while providing better gravel road riding surfaces for users of our gravel road system and improving the quality of life for those residents who live along these roads.

The Fiscal Year 1995 budget has no liquid chloride appropriation, reflecting the advantage of the brine wells.

Projected total costs for highway maintenance in Fiscal Year 1995 are expected to be \$17.1 million. The Highway 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 EXPENDITURES

The non-departmental budget represents approximately 20% of 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 1995

A Year of Continued Cost Containment

The Program of aggressive cost containment in all cost categories initiated in and continued since Fiscal Year 1991 will continue in Fiscal Year 1995. 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 ensure achievement of desirable goals as well as fiscal stability.

In addition, efforts will continue 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-cutting 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 1995 budget.

- . Reassessment of standards and practices
- . Achievement of service goals wherever possible by substitution of alternative materials and practices
- . Assumption of greater levels of risk
- . Redefinition of of the county urbanized area and recertification of roads as urban when appropriate
- . Postponement of non-critical road improvement projects
- . Budget-on-line for closer monitoring of the budget

OUTLOOK

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 1995 Budget.

Budget Exhibit A-5

1995 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	385,582	1,779	300	7,500	395,161
Planning and Development	536,305	9,845	14,000	1,000	561,150
Citizen Services	241,489	4,839	2,500	0	248,828
Finance	589,266	13,444	13,400	5,000	621,110
Legal	439,442	6,123	2,000	2,500	450,065
Personnel	264,526	4,870	1,500	5,000	275,896
Central Operations	2,679,492	83,501	279,400	13,400	3,055,793
Engineering	3,231,692	158,876	415,000	33,920	3,839,488
Traffic Safety	3,317,456	175,644	311,000	33,500	3,837,600
Permits and Environmental Concerns	766,414	33,528	35,000	4,300	839,242
Highway Maintenance	7,460,217	394,874	886,445	32,400	8,773,936
Subtotal	\$19,942,881	\$ 887,323	\$1,960,545	\$ 138,520	\$22,929,269
Less Personnel Turnover/Attrition (see Non-Departmental)					(360,000)
TOTAL					\$22,569,269

Budget Exhibit A-6

APPROPRIATION SUMMARY -- FRINGE BENEFITS

Dental Insurance	\$ 340,000
Hospitalization	3,000,000
Life Insurance	110,000
Vision Care Insurance	55,000
Major Medical Insurance	150,000
Retirement	3,500,000
Social Security	1,750,000
Unemployment Insurance	10,000
Workers' Compensation	127,000
Sick Leave Redemption	120,000
Workers' Compensation Self-Insurance	555,500 *
Prescription Drugs	625,000
Annual Physical/Wellness Programs	37,000
TOTAL	\$10,379,500

* \$295,500 Included in Department Budgets
\$260,000 Non-Departmental Appropriation

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. In 1991, \$1,300,000 was budgeted to be borrowed from the Michigan Municipal Bond Authority to purchase road equipment. These funds were received during Fiscal Year 1992. In Fiscal Year 1993, proceeds from long-term debt of \$1,760,000 was borrowed from the Michigan Municipal Bond Authority and \$183,335 from the County of Oakland and was used to purchase road equipment. Long-term debt of \$1.5-million was also budgeted in Fiscal Year 1994 for the purchase of road equipment.

There is no borrowing budgeted for Fiscal 1995.

The borrowing for the Road Commission for Oakland County Special Assessment District 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 Debt

SUMMARY OF FUNDED DEBT

Description of Debt	Fund Servicing Debt	Debt Outstanding 9/30/94	1995	
			Debt Service Principal	Payments Interest
\$2,500,000 1984 Transportation Bonding Program Loan 10.22%	Road Fund	\$1,223,250	\$ 199,250	\$ 131,692
\$5,500,000 Michigan Transportation Fund Revenue Notes of 1986 5.5-7.7%	Road Fund	550,000	550,000	42,350
\$4,000,000 Michigan Transportation Fund Revenue Notes of 1987B 4.5-6.4%	Road Fund	1,200,000	400,000	74,400
\$1,300,000 Michigan Municipal Bond Authority 1992 5.4%	Road Fund	605,000	290,000	37,098
\$183,335 County of Oakland 1993 0%	Road Fund	103,245	34,415	0
\$1,760,000 Mich Municipal Bond Authority 1993 2.9-5.5%	Road Fund	1,430,000	340,000	59,792
\$1,500,000 Mich Municipal Bond Authority 1994 3.9-5.3%	Road Fund	1,299,000	296,000	57,386
TOTAL ROAD FUND		\$6,410,495	\$2,109,665	\$ 402,718
\$4,000,000 Michigan Transportation Fund Revenue Notes of 1987 3.75-5.40%	SAD Fund	\$ 800,000	\$ 400,000	\$ 42,800
\$4,000,000 Michigan Transportation Fund Revenue Notes of 1989 4.25-9.25%	SAD Fund	2,000,000	400,000	111,600
TOTAL SAD FUND		\$2,800,000	\$ 800,000	\$ 154,400

1995 DEBT SERVICE

	<u>Road Fund</u>	<u>SAD Fund</u>
Principal	\$2,109,665	\$ 800,000
Interest	402,718	154,400
TOTAL DEBT SERVICE	\$2,512,383	\$ 954,400

Change in Fund Balance

ROAD FUND

Statement of Change in Fund Balance

	<u>Actual Fiscal Year Ended 9/30/93</u>	<u>Before Audit Fiscal Year Ending 9/30/94</u>	<u>1995 Budget Fiscal Year Ending 9/30/95</u>
Beginning Fund Balance	\$ 9,121,662	\$12,983,932	\$12,483,932
Revenue	61,638,812	76,915,000	78,223,500
Expenditures	57,776,542	77,415,000	78,223,500
Revenue over (under) Expenditures	\$ 3,862,270	(\$ 500,000)	\$ 0
Ending Fund Balance	*\$12,983,932	\$12,483,932	\$12,483,932

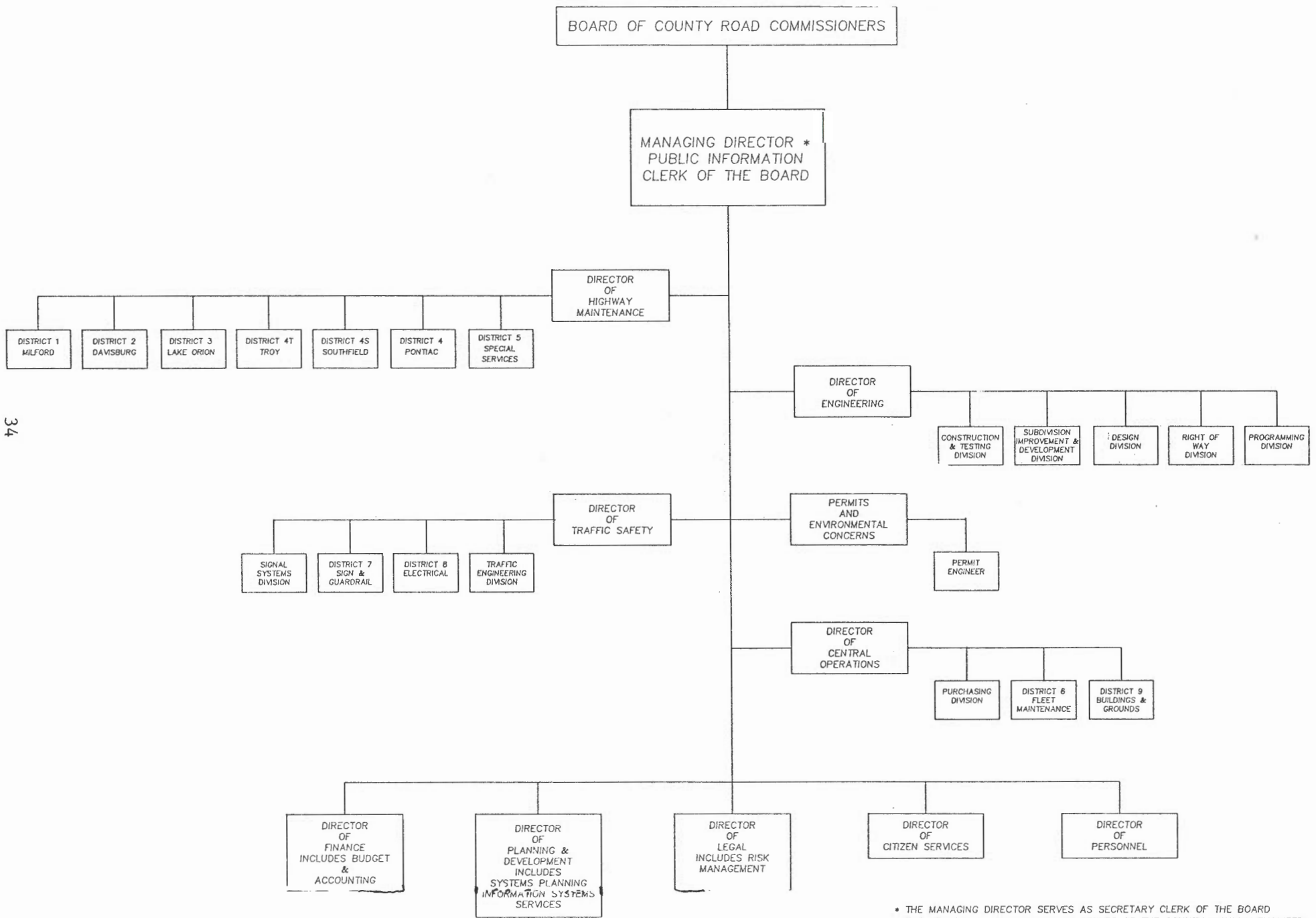
* Analysis of Ending Fund Balance:

Reserved for 1994 Budget	\$ 500,000
Reserved for construction in progress	1,500,000
Reserved for long term portion of provision for Uninsured Loss	2,049,600
Compensated Absences	772,000
Undesignated	8,162,332
	\$12,983,932

Total 9/30/93

\$12,983,932

ROAD COMMISSION FOR OAKLAND COUNTY ORGANIZATION STRUCTURE



34

- * THE MANAGING DIRECTOR SERVES AS SECRETARY CLERK OF THE BOARD
- * THE DEPUTY MANAGING DIRECTOR SERVES AS THE COUNTY HIGHWAY ENGINEER

Authorized Positions



Authorized Positions

History of Budgeted Positions Compared to Fiscal Year 1995 Authorized Positions

	<u>1991 Amended Budget</u>	<u>1992 Amended Budget</u>	<u>1993 Amended Budget</u>	<u>1994 Amended Budget</u>	<u>1995 Budget</u>
Managing Director	9	9	9	8	8
Planning & Development	13	13	11	12	12
Citizen Services	6	6	6	8	7
Finance	16	16	16	16	16
Legal	10	10	10	10	10
Personnel	6	6	6	6	6
Central Operations	75	73	74	74	74
Engineering	87	82	84	85	85
Traffic Safety	103	104	95	95	95
Permits & Environ. Concerns	0	0	20	20	20
Highway Maintenance	<u>222</u>	<u>213</u>	<u>213</u>	<u>214</u>	<u>215</u>
TOTALS	547	532	544	548	548

Note:

1. The Permits and Environmental Concerns Department was created following the adoption of the 1993 Budget. Appropriation Transfer #93-08 funded the new department.

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	PERMITS & ENVIRON. CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Account Clerk				8								8
Accounting Supervisor				1								1
Accountant				1								1
Assistant to Director of COD							1					1
Assistant to Mng. Dir. for Pub. Info	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			5									5
Civil Engineer II								5	4	1		10
Civil Engineer III								9	2		1	12
Claims Clerk					1							1
Clerk Typist	1						1		1	2		5
Commission Receptionist	1											1
Computer Programmer		2										2
Computer Technician		1										1
Compensation & Benefits Accountant				1								1

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	PERMITS & ENVIRON. CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Construction Accountant				1								1
Construction Engineer								1				1
Deputy Managing Dir., County Hwy. Eng.	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 Perm. & Environ. Concerns										1		1
Director of Personnel						1						1
Director of Traffic Safety									1			1
Director of Planning & Development		1										1
District Clerk									1		6	7
District Superintendent							2		2		7	11
Electrical Services Coordinator									1			1
Electrical Technician II									2			2

Authorized Positions Budget Exhibit A-7

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	PERMITS & ENVIRON. CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Electrical Trainer									1			1
Engineering Aide								4				4
Engineering Inspector II								21		7		28
Engineering Inspector III								2		2		4
Engineering Technician II								11	8		1	20
Engineering Technician III								2				2
Environmental Concerns Coordinator										1		1
Environmentalist II										1		1
Equipment Instructor											2	2
Fleet Manager							1					1
Foreman									3		18	21
Information Systems Clerk		1										1
Information Systems Supervisor		1										1
Instrument Operator								4				4
Inventory Control Chief							1					1
Maintenance Analyst											1	1
Maintenance Operations Engineer											1	1
Managing Director	1											1
Office Assistant					1		1	4	1			7

Authorized Positions Budget Exhibit A-7

Authorized Positions

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	PERMITS & ENVIRON. CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Office Clerk	1						2	1	1		1	6
Office Manager	1									1		2
Payroll Accountant				1								1
Permits Engineer										1		1
Personnel Specialist						3						3
Planner II		3										3
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 Agent								2				2
ROW Appraiser								1				1
ROW & Contracts Engineer								1				1
Risk & Insurance Analyst					1							1
Risk Management Program Coordinator					1							1
Safety Supervisor					1							1
Secretary		1		1	1	1	1	1	1	1	1	9

Authorized Positions Budget Exhibit A-7

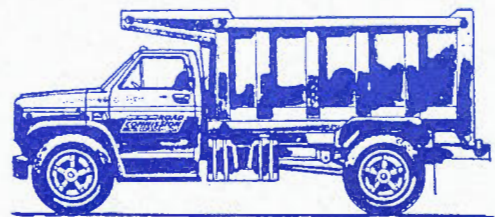
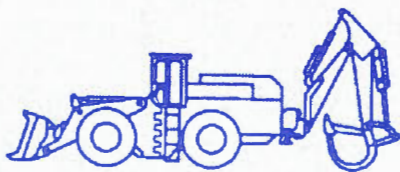
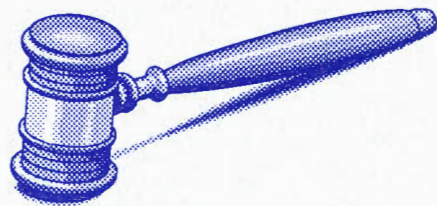
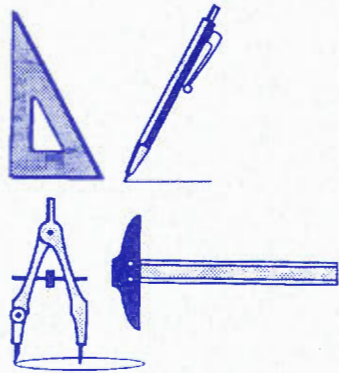
Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	PERMITS & ENVIRON. CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Senior Personnel Specialist						1						1
Signal System Engineer									1			1
Skilled Foreman							4		3			7
SID Supervisor								1				1
Special Assessment Analyst								1				1
Superintendent in Training											1	1
Survey Assistant								4				4
Survey Crew Chief								4				4
Traffic Engineer									1			1
Transportation Planning Coordinator		1										1
Utilities Coordinator								1				1
Weighmaster										1		1
Total Salaried Positions	8	12	7	16	10	6	19	85	34	20	41	258
Assistant Sign Fabricator									1			1
Auger Operator									3			3
Bridge Crew Chief											1	1
Bridge Crew Member											4	4
Building Maintenance Laborer							3					3

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	PERMITS & ENVIRON. CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Carpenter							1					1
Crew Leader							1				5	6
Electrician									21			21
Equipment Painter							1					1
Float Operator											34	34
Front End Broom Operator											1	1
Grade Person											5	5
Grader Operator											19	19
Guardrail Installer									3			3
Hydroseeder Operator											2	2
Janitor							4					4
Laborer II							2		14		11	27
Loader Operator											6	6
Mechanic							32					32
Radio Repairman									1			1
Shoulder Maintainer											6	6
Shovel/Patchmaster Operator											8	8
Sign Fabricator									1			1
Sign Truck Driver									8			8

Authorized Positions	MANAGING DIRECTOR	PLANNING & DEVELOPMENT	CITIZEN SERVICES	FINANCE	LEGAL	PERSONNEL	CENTRAL OPERATIONS	ENGINEERING	TRAFFIC SAFETY	PERMITS & ENVIRON. CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Skilled Laborer I											8	8
Small Tool Engine Repair Mechanic							1					1
Small Tool Repairman/Janitor											1	1
Solid State Electrician									1			1
Stock Clerk							4					4
Storekeeper							2					2
Street Sign Blade Installer									1			1
Street Sign Fabricator									1			1
Tandem Float Driver											43	43
Tire Repair							1				5	6
Tractor Semi Driver											7	7
Traffic Counter									2			2
Tree Trimmer											4	4
Underground Laborer									4			4
Vactor Operator											4	4
Watchman							3					3
Total Hourly Positions							55		61		174	290
TOTAL ALL POSITIONS	8	12	7	16	10	6	74	85	95	20	215	548

Authorized Positions Budget Exhibit A-7

Departments



Department

Object Detail

Department: Board of Road Commissioners

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$ 30,441	\$ 31,000	\$ 31,000
Contracted Services			
Audit	55,150	58,600	60,600
Membership Fees & Dues	<u>270</u>	<u>400</u>	<u>400</u>
	55,420	59,000	61,000
Materials, Supplies & Parts			
Stationery & Office Supplies	507	400	600
Other Expenses			
Awards -- Employees & Retirees	7,595	9,300	17,100
Books, Subscriptions & Publications	357	400	400
Travel	<u>9,643</u>	<u>15,000</u>	<u>15,000</u>
	17,595	24,700	32,500
TOTAL	\$103,963	\$115,100	\$125,100

Department

Position - Salary Detail

Department: Board of Road Commissioners

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

MANAGING DIRECTOR

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.

Department

Object Detail

Department: Managing Director

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$395,884	\$380,443	\$395,161
Contracted Services			
Annual Report	0	0	0
Membership Fees & Dues	398	900	900
Professional Services	<u>79,513</u>	<u>95,300</u>	<u>96,100</u>
	79,911	96,200	97,000
Materials, Supplies & Parts			
Photography Expense	1,782	2,000	2,500
Stationery & Office Supplies	<u>7,972</u>	<u>8,800</u>	<u>8,500</u>
	9,754	10,800	11,000
Other Expenses			
Advertising	27,411	28,000	29,000
Books, Subscriptions & Publications	1,744	3,600	2,500
Postage	26,273	29,000	32,200
Training	129	1,000	1,300
Travel	<u>5,203</u>	<u>11,000</u>	<u>11,000</u>
	60,760	72,700	76,000
Capital Outlay			
Office Equipment	16,490	5,400	18,750
TOTAL	\$ 562,799	\$565,543	\$597,911

Department

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*	\$70,000	\$98,000	\$ 96,875
1	Deputy Managing Director**	63,000	82,800	82,800
1	Assistant to the Managing Director for Public Information	45,259	51,323	51,323
1	Deputy Secretary/Clerk	34,959	39,576	39,576
1	Office Manager to Managing Dir.	31,335	35,557	35,557
1	Office Clerk	27,203	28,792	28,792
1	Clerk Typist	24,869	26,299	26,299
1	Commission Receptionist	23,050	24,360	24,360
—				—
8	TOTAL			\$385,582
		Overtime		300
		Seasonal		7,500
		Longevity		1,779
				—
	TOTAL SALARIES			\$395,161

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

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

PLANNING AND DEVELOPMENT

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

Systems Planning

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
- . Developing programs and procedures to assist RCOC operations (IVHS, accident location identification and correction, 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 and abandonment
- . Developing and updating road functional classifications
- . Evaluating road network decisions for planning purposes
- . Providing staff support for Federal funding activities
- . Developing a long-range transportation plan
- . Troubleshooting and providing assistance on personal computer problems
- . Assessing technology for RCOC applications

Information Systems Services

Information Systems Services 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.

Information Systems Services also identifies, designs, and specifies computer system improvements to maintain and improve the level of computer services 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.

Department

Object Detail

Department: Planning & Development

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$449,102	\$531,445	\$561,150
Contracted Services			
EDP Services	28,836	72,000	66,800
Membership Fees & Dues	169	160	175
Professional Services	<u>68,660</u>	<u>82,500</u>	<u>216,000</u>
	97,665	154,660	282,975
Materials, Supplies & Parts			
Data Processing Supplies	16,657	15,000	15,000
Photography Expense	618	640	1,140
Stationery & Office Supplies	<u>4,318</u>	<u>6,500</u>	<u>6,500</u>
	21,593	22,140	22,640
Other Expenses			
Books, Subscriptions & Publications	205	400	400
Training	0	700	0
Travel	<u>4,913</u>	<u>4,200</u>	<u>3,100</u>
	5,118	5,300	3,500
Capital Outlay			
Office Equipment	2,050	4,200	22,920
	<u>2,050</u>	<u>4,200</u>	<u>22,920</u>
TOTAL	\$ 575,528	\$717,745	\$893,185

Department

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	\$53,400	\$70,600	\$ 70,600
1	Transportation Planning Coordinator	51,100	57,995	57,995
1	Planner III	42,211	47,982	47,982
1	Information Systems Supervisor	42,211	47,982	47,982
3	Planner II	37,700	42,696	126,716
2	Computer Programmer	37,770	42,696	80,466
1	Computer Technician		38,222	38,222
1	Secretary		35,390	35,390
1	Information Systems Clerk	29,262	30,952	30,952
—				—
12	TOTAL			\$536,305
	Overtime			14,000
	Seasonal			1,000
	Longevity			9,845
	TOTAL SALARIES			\$561,150

CITIZEN SERVICES

The Department of Citizen Services originated in 1973. Its responsibility is to assist the citizens of Oakland County with service and information requests. Citizen Services receives 15,000 to 20,000 calls and letters annually on 2,400 miles of county roads as well as 300 miles of state trunklines within Oakland County. Some examples of these calls include 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 residing on gravel roads. In 1993, the program encompassed 230 miles of gravel roads, approximately one third of the total gravel road mileage in the county.

Department

Object Detail

Department: Citizen Services

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$195,197	\$267,772	\$ 248,828
Materials, Supplies & Parts			
Photography Expense	157	240	200
Stationery & Office Supplies	<u>2,369</u>	<u>4,450</u>	<u>6,000</u>
	2,526	4,690	6,200
Other Expenses			
Books, Subscriptions & Publications	38	40	40
Training	<u>0</u>	<u>1,200</u>	<u>1,000</u>
	38	1,240	1,040
Capital Outlay			
Office Equipment	2,609	6,300	0
TOTAL	<u>\$200,370</u>	<u>\$280,002</u>	<u>\$256,068</u>

Department

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	\$47,000	\$59,300	59,300
1	Citizen Services Coordinator	34,373	38,816	38,816
5	Citizen Services Clerk	27,203	28,792	143,373
—				—
7	TOTAL			\$241,489
		Overtime		2,500
		Seasonal		0
		Longevity		4,839
				—
	TOTAL SALARIES			\$248,828

FINANCE

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 the 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. It 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.

Accounting

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.

Budget

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.

Department

Object Detail

Department: Finance

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$579,797	\$593,350	\$621,110
Contracted Services			
EDP Services	1,288	960	1,360
Membership Fees & Dues	465	530	540
Professional Services	<u>5,400</u>	<u>9,275</u>	<u>8,200</u>
	7,153	10,765	10,100
Materials, Supplies & Parts			
Stationery & Office Supplies	8,084	8,500	9,000
Other Expenses			
Books, Subscriptions & Publications	574	1,580	730
Training	1,489	0	600
Travel	<u>2,072</u>	<u>3,470</u>	<u>2,400</u>
	4,135	5,050	3,730
Capital Outlay			
Office Equipment	3,109	2,500	12,300
Fixed Charges			
Retirement Administrative Expense	18,390	19,100	19,540
TOTAL	<u>\$620,668</u>	<u>\$639,265</u>	<u>\$675,780</u>

Department

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	\$53,400	\$70,600	\$ 64,300
1	Accounting Supervisor	45,259	51,323	47,685
1	Budget Supervisor	37,838	44,645	44,645
1	Accountant	37,770	42,696	39,743
1	Compensation & Benefits Accountant	37,729	42,695	42,695
1	Payroll Accountant	34,373	38,816	34,373
1	Construction Accountant	31,373	35,390	35,390
8	Account Clerk	29,262	30,952	249,483
1	Secretary	29,262	30,952	30,952
—				—
16	TOTAL			\$589,266
		Overtime		13,400
		Seasonal		5,000
		Longevity		13,444
				—
	TOTAL SALARIES			\$621,110

Department

LEGAL

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 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 on-the-job injury and accident analysis directed toward risk identification and reduction, and requisition of insurance coverage.

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
- . Statutorily-mandated duties including:
 - Abandonment petitions
 - Highway jurisdiction transfers
 - Freedom of Information Act compliance
- . Legal opinions and research, which include the drafting of legal opinions at the request of the Board, the Managing Director and other departments
- . Contract drafting/review, including the preparation and/or review of agreements
- . Agency operations, which include opinions regarding the operational procedures of other Road Commission departments and 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 litigation
- . Risk management function, including the following: responsibility for management and coordination of the Road Commission's insurance and self-insurance programs for liability, property, and worker's compensation; and risk analysis

Department

Object Detail

Department: Legal

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$376,607	\$433,666	\$450,065
Contracted Services			
Professional Services	4,384	10,000	10,000
Materials, Supplies & Parts			
Photography Expense	59	200	100
Stationery & Office Supplies	<u>3,716</u>	<u>5,000</u>	<u>5,300</u>
	3,775	5,200	5,400
Other Expenses			
Awards -- Employees & Retirees	1,836	2,000	2,000
Books, Subscriptions & Publications	9,312	10,000	10,350
Training	1,447	1,860	2,000
Safety Control Expense	8,435	8,000	8,000
Travel	<u>1,738</u>	<u>2,600</u>	<u>3,000</u>
	22,768	24,460	25,350
Capital Outlay			
Office Equipment	0	0	2,500
TOTAL	<u>\$407,534</u>	<u>\$473,326</u>	<u>\$493,315</u>

Department

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	\$53,400	\$70,600	\$ 70,600
1	Chief Attorney of Litigation & Loss Management	48,180	54,658	54,658
1	Risk Management Program Coordinator	45,259	51,323	48,358
2	Attorney II	41,532	47,043	94,086
1	Safety Supervisor	37,729	42,695	42,695
1	Secretary -- Legal	28,334	31,755	29,811
1	Risk & Insurance Analyst	34,373	38,816	38,816
1	Claims Clerk -- Risk	30,483	32,819	31,626
1	Office Assistant	27,203	28,792	28,792
—				—
10	TOTAL			\$439,442
		Overtime		2,000
		Seasonal		2,500
		Longevity		6,123
				—
	TOTAL SALARIES			\$450,065

PERSONNEL

The Personnel Department is responsible for providing centralized human resources services. Employee benefits, classification and compensation, in-service training, labor relations, employer and employee relations are major areas of responsibility administered by staff specialists.

Included in these major responsibilities are:

- . Benefit information systems
- . United Way and U.S. Savings Bond campaigns
- . Classification audits
- . Focused selection interviewing
- . New employee orientation
- . Job descriptions
- . Wage surveys
- . Employee recruitment
- . Transfers
- . Promotions
- . Employee recognition
- . Multiple union contract administration
- . Grievance procedures
- . Prevention of sexual harassment
- . Equal Employment Opportunity complaints
- . Americans with Disabilities compliance
- . Maintenance of the Affirmative Action Plan

The Personnel Director, as part of the Strategic Planning Group, contributes to the planning process and appropriate organizational change strategies. Building a foundation for excellence is the Vision of the Personnel Department; valuing employees as their most important resource, their Mission.

Department

Object Detail

Department: Personnel

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$225,655	\$264,824	\$275,896
Contracted Services			
Labor Relations	35,497	36,500	40,700
Membership Fees & Dues	93	200	100
Professional Services	<u>30,520</u>	<u>20,000</u>	<u>20,000</u>
	66,110	56,700	60,800
Materials, Supplies & Parts			
Stationery & Office Supplies	5,682	3,500	3,500
Other Expenses			
Advertising	3,437	2,000	1,000
Books, Subscriptions & Publications	1,397	1,400	1,290
Medical Exams	9,262	9,000	9,500
Training	2,993	6,000	20,000
Travel	<u>708</u>	<u>2,000</u>	<u>4,000</u>
	17,797	20,400	35,790
Capital Outlay			
Office Equipment	0	700	7,600
TOTAL	\$315,244	\$346,124	\$383,586

Department

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	\$47,000	\$59,300	\$ 59,300
1	Senior Personnel Specialist	42,211	47,982	45,386
3	Personnel Specialist	37,729	42,695	128,085
1	Secretary -- Personnel	28,334	31,755	31,755
<hr/>				
6	TOTAL			\$264,526
		Overtime		1,500
		Seasonal		5,000
		Longevity		4,870
		<hr/>		
	TOTAL SALARIES			\$275,896

CENTRAL OPERATIONS

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

Purchasing

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

- . Contracted services: concrete sawing, tree trimming, refuse disposal, roadside spraying
- . Equipment: cars, trucks, vans, front end loaders, graders, rollers, excavators, compactors, concrete saws, mowers, snow plows, fuel dispensing pumps
- . Bulk items: salt, tires, gravel, gasoline, motor oil, diesel fuel, grader blades, liquid calcium chloride, cold patch, and hot patch
- . Garage supplies and tools: tire changers, grinders, battery chargers, hydraulic jacks, air hammers, impact wrenches, mechanic's hand tools, electric drills and various other hand tools
- . Engineering laboratory equipment and supplies: chemicals, metal locators, measuring wheels, survey equipment, drafting equipment, and supplies
- . Traffic equipment and supplies: post drivers, truck-mounted augers, illuminated arrows, two-way radios, signs, sign posts, sign blanks, and decals
- . Other items such as corrugated metal culvert pipe, cement pipe, sod, grass seed, office furniture and equipment, stationary, printing and office supplies, and automotive replacement and repair parts

Purchasing is also responsible for inventory control, 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

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

Buildings and Grounds

Buildings and Grounds is responsible for the maintenance and repair of all Road Commission properties, heating and air conditioning, security service, office machine repairs, utilities and storage facilities for salt, brine, gasoline, diesel fuel, etc.

Department

Object Detail

Department: Central Operations

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$2,729,747	\$2,986,716	\$3,055,793
Contracted Services			
Maintenance Contracts	26,748	24,000	66,036
Membership Fees & Dues	140	215	215
Security Services	15,821	17,800	18,600
Fire Extinguisher Services	1,313	1,550	1,600
Car Washing	4,122	4,800	4,950
Building & Equipment Leases	75,600	75,600	0
Copy Equipment	0	11,000	18,790
Disposal of Hazardous Waste Materials	<u>15,371</u>	<u>16,000</u>	<u>16,500</u>
	139,115	136,300	126,691
Materials, Supplies & Parts			
Brine Well Expense	9,071	10,000	0
Buildings & Grounds Maintenance	122,244	167,045	293,270
Small Tools	4,103	6,200	12,000
Repair to Fuel Equipment	9,373	10,000	10,300
Laundry Expense	38,076	40,000	41,200
Garage Expense	66,141	60,000	70,200
Garage Equipment Repair	37,997	38,000	39,100
Gas, Oil & Diesel Fuel	442,270	518,000	447,400
Road & General Equipment Repair	1,382,657	1,413,600	1,400,000
Janitor & Restroom Supplies	37,529	39,000	39,000
Stationery & Office Supplies	16,660	19,130	20,700
Vehicle Safety Improvement	7,931	10,000	10,000
Garage Small Tools	31,018	35,000	35,000
Parts, Supplies and Freight	<u>1,464</u>	<u>700</u>	<u>900</u>
	2,206,534	2,366,675	2,419,070
Other Expenses			
Books, Subscriptions & Publications	155	300	310
Maintenance Contracts -- Office Equip	16,212	21,000	8,210
Training	3,860	9,225	12,000
Safety Control Expense	7,161	7,000	7,600
Travel	<u>0</u>	<u>700</u>	<u>1,000</u>
	27,388	38,225	29,120

Department

Object Detail

Department: Central Operations (Continued)

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Fixed Charges			
Electrical	\$223,239	\$220,000	\$230,000
Heat	185,134	207,000	207,000
Telephone	179,970	180,000	215,000
Water	7,452	10,000	12,000
Workers' Compensation -- Self-Insured Expense	<u>57,977</u>	<u>57,400</u>	<u>59,000</u>
	653,772	674,400	723,000
Capital Outlay			
Buildings	57,976	515,900	6,750
Road Equipment	169,017	377,000	297,000
Shop Equipment	9,148	23,800	77,650
Office Equipment	18,261	149,400	24,950
Storage Facilities	<u>180,127</u>	<u>500,000</u>	<u>550,000</u>
	434,529	1,566,100	956,350
TOTAL	\$6,191,085	\$7,783,081	\$7,310,024

Department

Position - Salary Detail

Department: Central Operations

Division: 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 Operations	\$53,400	\$70,600	\$ 70,600
1	Fleet Manager	42,211	47,982	47,982
1	Assistant to Director of Central Operations		\$39,874	39,874
1	Secretary	29,262	30,952	30,952
—				—
4	TOTAL			\$189,408
		Overtime		1,500
		Seasonal		13,400
		Longevity		9,128
				—
	TOTAL SALARIES			\$213,436

Department

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	\$42,211	\$47,982	\$ 47,982
1	Inventory Control Chief	34,959	39,576	37,355
2	Purchasing Agent	34,373	38,816	77,632
1	Office Clerk	27,203	28,792	28,792
1	Office Assistant	27,203	28,792	28,792
1	Clerk Typist	24,869	26,299	26,299
2	Storekeeper		\$33,862	67,724
4	Stock Clerk		32,406	129,624
—				—
13	TOTAL			\$444,200
		Overtime		15,000
		Longevity		14,189
				—
	TOTAL SALARIES			\$473,389

Department

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	\$42,268	\$45,738	\$ 43,807
1	Office Assistant	27,203	28,792	28,792
3	Skilled Foreman	37,083	40,419	120,375
32	Mechanic		\$37,086	1,186,752
1	Small Tool Engine Repair Mechanic		34,424	34,424
1	Equipment Painter		33,862	33,862
1	Tire Repair		33,322	33,322
2	Laborer II		31,533	63,066
—				—————
42	Total			\$1,544,400
		Overtime		170,000
		Longevity		36,585
	Total Salaries & Wages			\$1,750,985

Department

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	\$42,268	\$45,738	\$ 45,405
1	Radio Communicator	30,483	32,819	32,819
1	Skilled Foreman	37,083	40,419	40,125
1	Carpenter		37,086	37,086
1	Crew Leader		35,797	35,797
3	Building Maintenance Laborer		33,322	99,966
3	Watchman		32,406	97,218
4	Janitor		28,267	*113,068
—				—
15	Total			\$501,484
		Overtime		92,900
		Longevity		23,599
				—
	Total Salaries & Wages			\$617,983

*Includes night shift premium

ENGINEERING

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

Right-of-Way

The Right-of-Way Division performs right-of-way engineering; that is, determines adjacent property needed for road improvement projects. It also provides all legal work necessary for road improvement projects of various types. Right-of-Way negotiates for and acquires properties needed, if not already owned, by the public. The Division also performs 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

SID has three major areas of responsibility for public subdivision streets in non-incorporated areas of the County: administration of acceptance of new streets created by developers; improvement of existing streets by special assessment procedures; and administration of conversions of private streets to public status when necessary procedures are initiated by communities.

Design

The Design Division is responsible for the 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, conducting public informational meetings and assisting in plat review.

Construction and Testing

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

On-site inspection of contractor's 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.

Programming

The Programming Division is responsible for selecting and scheduling 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, securing all necessary financial agreements and monitoring the progress of projects through final accounting. The Division prepares programming forms for Federal aid and furnishes documents necessary to certify road mileage and conditions as required to qualify for state-collected vehicle fuel and licensing tax funding.

Department

Object Detail

Department: Engineering

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$3,417,837	\$3,674,930	\$3,839,488
Contracted Services			
Copying Equipment	17,529	7,000	7,200
S.A.D. Projects Administration	24,226	35,000	30,000
EDP Services	3,100	2,500	2,700
Membership Fees & Dues	183	300	350
Professional Services	516,638	315,800	366,600
Equipment Leases	<u>8,636</u>	<u>9,000</u>	<u>9,000</u>
	570,312	369,600	415,850
Materials, Supplies & Parts			
Photography Expenses	860	900	900
Stationery & Office Supplies	33,932	30,000	31,300
Parts & Supplies	<u>29,519</u>	<u>28,640</u>	<u>29,400</u>
	64,311	59,540	61,600
Other Expenses			
Books, Subscriptions & Publications	1,200	1,000	1,500
Training	7,163	13,650	15,445
Safety Control Expense	1,618	2,600	2,500
Travel	2,958	3,810	4,900
Right-of-Way Program (Non-Project)	<u>2,500</u>	<u>3,000</u>	<u>2,000</u>
	15,439	24,060	26,345
Fixed Charges			
Workers' Compensation -- Self-Insured Expense	593	2,500	1,000
Capital Outlay			
Road Equipment	83,642	80,500	243,000
Shop Equipment	0	5,500	5,250
Office Equipment	26,857	16,700	52,400
Engineering Equipment	<u>1,273</u>	<u>5,800</u>	<u>56,800</u>
	111,772	108,500	357,450
TOTAL	\$4,180,264	\$4,239,130	\$4,701,733

Department

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	\$53,400	\$70,600	\$ 70,600
1	Secretary	29,262	30,952	30,952
—				—
2	TOTAL			\$101,552
		Overtime		2,000
		Seasonal		33,920
		Longevity		339
				—
	TOTAL SALARIES			\$137,811

Department

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	Right-of-Way and Contracts Engineer	\$48,180	\$54,653	\$54,653
1	Attorney II	41,532	47,043	47,043
1	Right-of-Way Appraiser	37,729	42,695	41,703
1	Engineering Technician III	34,959	39,576	39,576
2	Right-of-Way Agent	34,373	38,816	77,632
1	Engineering Technician II	31,373	35,390	35,390
1	Engineering Aide	30,483	32,819	31,094
1	Office Assistant	27,203	28,792	28,792
—				—
9				\$355,883
	Overtime			5,000
	Longevity			17,833
				—
	TOTAL SALARIES			\$378,716

Department

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	\$51,100	\$57,995	\$ 54,840
2	Civil Engineer III	42,211	47,982	93,544
1	Engineering Technician III	34,959	39,576	39,576
1	Plat Analyst	34,373	38,816	38,816
1	Special Assessment Analyst	34,373	38,816	37,779
3	Engineering Technician II	31,373	35,390	103,599
2	Engineering Inspector II	31,373	35,390	70,780
1	Engineering Aide	30,483	32,819	32,819
1	Office Assistant	27,203	28,792	28,792
—				—
13	TOTAL			\$500,545
		Overtime		80,000
		Longevity		23,287
				—
	TOTAL SALARIES			\$603,832

Department

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	\$51,100	\$57,995	\$57,926
3	Civil Engineer III	42,211	47,982	142,636
3	Civil Engineer II	37,700	42,696	104,428
1	Survey Crew Chief	34,959	39,576	39,576
6	Engineering Technician	31,373	35,390	205,730
1	Instrument Operator	30,483	32,819	32,819
1	Survey Assistant	24,869	26,299	26,299
—				—
16	TOTAL			\$609,414
		Overtime		45,000
		Longevity		5,884
				—
	TOTAL SALARIES			\$660,298

Department

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 Engineering	\$51,000	\$57,995	\$57,995
3	Civil Engineer III	42,211	47,982	144,946
2	Engineering Inspector III	34,959	39,576	79,152
3	Survey Crew Chief	34,959	39,576	118,728
1	Civil Engineer II	37,770	42,696	42,696
1	Utilities Coordinator	34,373	38,816	38,816
19	Engineering Inspector II	31,373	35,390	672,410
1	Engineering Aide	30,483	32,819	32,819
3	Instrument Operator	30,483	32,819	98,457
1	Office Clerk	27,203	28,792	28,792
1	Office Assistant	27,203	28,792	28,792
3	Survey Assistant	24,869	26,299	78,363
—				—
39	TOTAL			\$1,421,966
		Overtime		280,000
		Longevity		98,514
	TOTAL SALARIES			\$1,800,480

Department

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	\$48,180	\$54,653	\$54,653
1	Civil Engineer III	42,211	47,982	47,982
1	Civil Engineer II	37,770	42,696	42,696
1	Engineering Technician II	31,373	35,390	35,390
1	Engineering Aide	30,483	32,819	32,819
1	Office Assistant	27,203	28,792	28,792
—				—
6	TOTAL			\$242,332
		Overtime		3,000
		Longevity		13,019
				—
	TOTAL SALARIES			\$258,351

TRAFFIC SAFETY

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

Engineering The Traffic Engineering Division's activities include the study, planning, and design for the safe and efficient movement of traffic on roads in Oakland County. This includes collecting and analyzing traffic data, analyzing traffic accident information, 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.

Signal Systems The Signal Systems Division has responsibility for the Traffic Signal Program, traffic signal retimings, providing engineering services to District 8, and the Intelligent Vehicle Highway System (IVHS) project, consisting of the Sydney Coordinated Adaptive Traffic System (SCATS), using Autoscope video image processing for detection, and the Ali-Scout advanced traveler information system (ATIS). The funding for this is shown in the IVHS Budget.

Applications planned for fiscal year 1995 include:

- . Development of pedestrian detection using Autoscope
- . Testing and evaluation of new detection techniques
- . Integration of the SCATS and Ali-Scout systems
- . Integrating the IVHS efforts with the Michigan Department of Transportation Freeway Operations system

Sign Shop District 7 is responsible for the fabrication, installation, and maintenance of traffic signs and the installation and maintenance of guardrail.

Electrical Services District 8 is charged with the responsibility of maintaining approximately 1,300 traffic signals in Oakland County. District 8 also installs new traffic signals and school flashers as needed, replaces obsolete equipment, and assists in the deployment of the Intelligent Vehicle Highway System.

	FY93 Budget	FY94 Budget	FY 95 Budget
Traffic Signal Installations*	11	19	10
Traffic Signal Modernizations	26	28	39
Traffic Signal Maintenance**			
(number of signals maintained)	1,191	1,192	1,342
Traffic Sign Maintenance			
(number of signs maintained)	21,000	21,173	21,068
Guardrail (number of feet of material to be used)	14,475	12,050	11,650

* Installed by RCOC

** Includes installations under jurisdictions of other agencies

Department

Object Detail

Department: Traffic Safety

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$3,372,584	\$3,715,709	\$3,837,600
Contracted Services			
Maintenance Contracts	743,601	1,148,000	750,000
EDP Services	0	1,000	1,000
Map and Brochure Printing	0	0	0
Membership Fees & Dues	725	450	700
Street Lighting Utilities	17,193	19,500	20,000
Traffic Signal Utilities	867,919	900,000	910,000
Disposal of Hazardous Waste Materials	<u>0</u>	<u>1,000</u>	<u>1,000</u>
	1,629,438	2,069,950	1,682,700
Materials, Supplies & Parts			
Small Tools	34,606	26,000	29,600
Photography Expense	2,586	3,000	3,000
Materials -- Electric, Installation & Modernization	264,696	622,182	1,526,831
Uniform Expense	-223	0	0
Materials -- Electric, Maintenance	163,589	180,000	180,000
Road & General Equipment Repair	13,089	10,000	10,000
Stationery & Office Supplies	23,246	16,000	23,800
Signs & Materials	268,457	360,000	360,000
Guardrail & Miscellaneous	145,360	193,700	175,000
Radio Communication & Repair	<u>57,131</u>	<u>10,000</u>	<u>10,000</u>
	972,537	1,420,882	2,318,231
Other Expenses			
Books, Subscriptions & Publications	464	1,450	1,100
Special Training -- District #8	3,586	4,000	5,000
Training	3,086	6,650	11,870
Safety Control Expense	16,200	12,000	16,000
Travel	<u>2,838</u>	<u>2,850</u>	<u>5,350</u>
	26,174	26,950	39,320
Fixed Charges			
Workers' Compensation -- Self-Insured Expense	76,842	67,500	70,500
Capital Outlay			
Road Equipment	590,651	458,800	686,700
Shop Equipment	9,620	0	15,600
Office Equipment	<u>9,889</u>	<u>51,950</u>	<u>23,100</u>
	610,160	510,750	725,400
TOTAL	\$6,687,735	\$7,811,741	\$8,673,751

Department

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	\$53,400	\$70,600	\$ 70,600
1	Electrical Trainer	34,373	38,816	38,816
1	Secretary	29,262	30,952	30,952
—				_____
3	TOTAL			\$140,368
		Overtime		2,000
		Seasonal		33,500
		Longevity		4,412

	TOTAL SALARIES			\$180,280

Department

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	\$48,180	\$54,653	\$ 54,653
2	Civil Engineer III	42,211	47,982	95,964
1	Civil Engineer II	37,770	42,696	42,696
7	Engineering Technician II	31,373	35,390	247,730
1	Clerk Typist	24,869	26,299	26,299
—				—————
12	TOTAL			\$467,342
		Overtime		60,000
		Longevity		31,697
	TOTAL SALARIES			\$559,039

Department

Position - Salary Detail

Department: Traffic Safety

Division: Signal Systems Division

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Signal Systems Engineer	\$48,180	\$54,653	\$ 50,773
3	Civil Engineer II	37,770	42,696	104,938
1	Elec. Ser. Coordinator	34,373	38,816	38,816
1	Engineering Technician II	31,373	35,390	35,390
2	Electrical Technician II	31,373	35,390	68,916
1	Office Assistant	27,203	28,792	27,385
—				—————
9	TOTAL			\$326,218
		Overtime		20,000
		Longevity		14,995
	TOTAL SALARIES			\$361,213

Department

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	\$42,268	\$45,738	\$ 45,405
1	District Clerk	24,869	26,299	26,299
3	Foreman	35,571	38,311	114,096
3	Auger Operator		35,579	107,391
8	Sign Truck Driver		33,862	270,896
1	Street Sign Blade Inst.		33,862	33,862
1	Sign Fabricator		33,862	33,862
3	Guard Rail Installer		33,322	99,966
2	Traffic Counter		33,322	66,644
1	Asst. Sign Fabricator		33,322	33,322
1	Street Sign Fabricator		33,322	33,322
14	Laborer II		32,157	443,334
—				_____
39	TOTAL			\$1,308,399
		Overtime		71,000
		Longevity		76,588
		Winter Maintenance Transfer		(66,612)

	Total Salaries & Wages			\$1,389,375

Department

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	\$42,268	\$45,738	\$ 45,405
1	Office Clerk	27,203	28,792	28,792
3	Skilled Foreman	37,083	40,419	120,375
1	Solid State Electrician		37,086	37,086
21	Electrician		37,086	740,998
1	Radio Repairman		35,797	35,797
4	Underground Laborer		33,322	133,288
—				—
32	TOTAL			\$1,141,741
		Overtime		158,000
		Longevity		47,952
				—
	Total Salaries & Wages			\$1,347,693

PERMITS AND ENVIRONMENTAL CONCERNS

The Permits and Environmental Concerns Department is responsible for providing environmental services to the operating departments of the Road Commission. This includes:

- . Assistance in applying for various Federal, state, and locally required permits
- . Preparation of environmental reports and documents required by Federal regulation
- . Consulting with state, county and local communities regarding environmental protection of the public road right-of-way

The department is also responsible for issuance of permits and review of work proposed within the rights-of-way under the jurisdiction of the Road Commission. A variety of permits is issued including :

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

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

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

Department

Object Detail

Department: Permits & Environmental Concerns

Object

	<u>'93 Actual*</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$648,731	\$796,150	\$839,242
Contracted Services			
Maintenance Contracts	42,888	47,000	48,000
EDP Services	221	750	1,000
Map and Brochure Printing	0	4,000	3,600
Membership Fees & Dues	325	375	415
Professional Services	<u>0</u>	<u>0</u>	<u>15,000</u>
	43,434	52,125	68,015
Materials, Supplies & Parts			
Small Tools	214	500	1,000
Photography Expense	2,066	5,500	3,500
Uniform Expense	41	3,000	200
Road & General Equipment Repair	910	1,000	17,000
Stationery & Office Supplies	<u>8,214</u>	<u>9,500</u>	<u>13,500</u>
	11,445	19,500	35,200
Other Expenses			
Books, Subscriptions & Publications	213	200	700
Training	1,129	1,200	4,000
Safety Control Expense	70	500	500
Travel	<u>1,763</u>	<u>3,000</u>	<u>2,900</u>
	3,175	4,900	8,100
Fixed Charges			
Workers'Comp.			
Self-Insured Expense	0	7,400	0
	<u>0</u>	<u>7,400</u>	<u>0</u>
Capital Outlay			
Road Equipment	63,831	32,000	43,000
Office Equipment	<u>5,062</u>	<u>2,250</u>	<u>9,000</u>
	68,893	34,250	52,000
TOTAL	\$775,678	\$914,325	\$1,002,557

* Department was created following the adoption of the 1993 Budget.

Department

Position - Salary Detail

Department: Permits & Environmental Concerns

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Permits & Environmental Concerns	\$53,400	\$70,600	\$ 64,300
1	Permits Engineer	48,180	54,653	54,653
1	Environmental Concerns Coordinator	45,259	51,323	44,865
1	Environmentalist II	37,700	42,696	42,696
2	Engineering Inspector III	31,373	35,390	79,152
1	Chief Weighmaster	35,529	36,765	36,765
1	Civil Engineer II	37,770	42,696	42,696
7	Engineering Inspector II	31,373	35,390	246,957
1	Office Manager	31,373	35,390	35,390
1	Weighmaster	31,373	35,390	35,390
1	Secretary	29,262	30,952	30,952
2	Clerk Typist	24,869	26,299	52,598
—				—
20	TOTAL			\$766,414
		Overtime		35,000
		Seasonal		4,300
		Longevity		33,528
				—
	TOTAL SALARIES			\$839,242

Department

HIGHWAY MAINTENANCE

The Highway Maintenance department is comprised of seven districts located throughout Oakland County. This proximity to job sites enables the department to minimize response time, such as in snow storms and road emergencies. Salt domes are also located throughout the county, further streamlining operations and minimizing shipping and travel expenditures.

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 standards, 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:

- Activities
- . Pot Hole Patching
 - . Spreading Gravel & Slag
 - . Bridge Repair & Construction
 - . Snow & Ice Control
 - . Chloride Program

- Maintenance Contracts
- Contracted services include:
- . Concrete Replacement
 - . Joint & Crack Sealing
 - . Maintenance Contracts with Cities and Townships
 - . Curb Sweeping
 - . Concrete Sawing
 - . Tree Removal
 - . Asphalt Paving

Materials

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

	'94 Est Cost/Unit	'94 Est Total Cost	'95 Est Cost/Unit	'95 Est Total Cost
Gravel, deliv.	\$ 4.75	\$ 94,750	\$ 4.36	\$ 92,436
Gravel at pit	3.30	120,958	2.83	101,410
Sylvax	57.00	135,774	56.60	163,800
Hot Mix	25.00	239,050	25.75	258,453
Salt	25.00	1,850,000	26.50	2,120,000
Sand	12.00	172,800	5.60	84,000
Slag	6.30	125,055	7.05	151,794
Culvert	4.10	22,140	4.22	22,788

Department

Object Detail

Department: Highway Maintenance

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Salaries (See Position-Salary Detail)	\$8,051,107	\$8,508,964	\$8,773,936
Contracted Services			
Maintenance Contracts	1,683,252	1,931,514	1,653,000
Membership Fees & Dues	374	230	260
Weather Forecast Service	2,360	3,300	3,000
Outside Equipment Rental	64,240	34,000	40,000
Local Maintenance Contracts	606,311	573,046	590,465
Building and Equipment Leases	35,845	44,000	20,000
Disposal of Hazardous Waste Materials		<u>5,200</u>	<u>10,000</u>
	<u>3,030</u>		
	2,395,412	2,591,290	2,316,725
Materials, Supplies & Parts			
Small Tools -- Road	43,621	45,000	45,000
Barricades	9,513	28,590	15,000
Photography Expense	978	2,100	1,500
Stationery & Office Supplies	21,998	20,000	22,700
Signs & Materials	1,758	6,200	6,400
Salt, Sand & Chloride	2,114,360	2,022,800	2,204,000
Patching Material	450,120	376,449	423,878
Gravel & Slag	760,758	374,728	404,248
Liquid Chloride	198,778	254,480	0
Other Road Materials	<u>138,760</u>	<u>451,168</u>	<u>457,540</u>
	3,740,644	3,581,515	3,580,266
Other Expenses			
Books, Subscriptions & Publications	36	350	250
Training	4,970	6,900	9,160
Safety Control Expense	33,128	24,350	25,000
Travel	<u>5,508</u>	<u>6,750</u>	<u>8,350</u>
	43,642	38,350	42,760
Fixed Charges			
Workers' Compensation -- Self-Ins Exp	200,890	161,150	165,000
Capital Outlay			
Road Equipment	2,179,286	2,184,600	2,122,700
Shop Equipment	14,759	11,000	61,000
Office Equipment	6,864	4,400	28,800
Brine Well	<u>320,205</u>	<u>0</u>	<u>0</u>
	2,521,114	2,200,000	2,212,500
TOTAL	\$16,952,809	\$17,081,269	\$17,091,187

Department

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	\$53,400	\$70,600	\$ 70,600
1	Maintenance Operations Engineer	48,180	54,653	54,653
1	Civil Engineer III	42,211	47,982	47,982
2	Equipment Instructor	34,373	38,816	77,632
1	Maintenance Analyst	34,373	38,816	38,816
1	Engineering Technician II	31,373	35,390	35,390
1	Secretary	29,262	30,952	30,952
1	Office Clerk	27,203	28,792	28,792
1	Foreman	35,571	38,311	38,032
1	Supt. in Training		39,732	39,732
—				—
11	TOTAL			\$462,581
		Overtime		21,750
		Seasonal		32,400
		Longevity		25,383
				—
	TOTAL SALARIES			\$542,114

Department

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	42,268	\$45,738	\$ 45,405
1	District Clerk	24,869	26,299	26,299
2	Foreman	35,571	38,311	76,064
1	Crew Leader		35,797	35,797
5	Grader Operator		33,862	169,310
1	Shovel/Patchmaster Oper		33,862	33,862
6	Float Operator		33,322	199,932
8	Tandem Float Driver		33,322	266,576
1	Tire Repair		33,322	33,322
1	Shoulder Maintainer		33,322	33,322
1	Loader Operator		33,322	33,322
3	Tractor Semi-Driver		33,322	99,966
1	Skilled Laborer I		33,322	33,322
1	Grade Person		32,406	32,406
1	Laborer II		31,533	31,533
—				—
34	Total			\$1,150,438
		Overtime		159,916
		Longevity		64,484
		Winter Maintenance Transfer		(22,204)
				—
	Total Salaries & Wages			\$1,352,634

Department

Position - Salary Detail

Department: Highway Maintenance

District #2: Davisburg

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$42,268	\$45,738	\$ 45,405
1	District Clerk	24,869	26,299	26,299
2	Foreman	35,571	38,311	76,064
1	Crew Leader		35,797	35,797
7	Grader Operator		33,862	237,034
1	Shovel/Patchmaster Oper		33,862	33,862
6	Float Operator		33,322	199,932
7	Tandem Float Driver		33,322	233,254
1	Tire Repair		33,322	33,322
2	Tractor Semi-Driver		33,322	66,644
1	Loader Operator		33,322	33,322
1	Vactor Operator		33,322	33,322
1	Shoulder Maintainer		33,322	33,322
1	Skilled Laborer I		33,322	33,322
1	Grade Person		32,406	32,406
1	Laborer II		31,533	31,533
35	Total			\$1,184,840
		Overtime		137,053
		Longevity		91,534
		Winter Maintenance Transfer		(55,510)
	Total Salaries & Wages			\$1,357,917

Department

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	\$42,268	\$45,738	\$45,405
1	District Clerk	24,869	26,299	26,299
2	Foreman	35,571	38,311	76,064
1	Crew Leader		35,797	35,797
5	Grader Operator		33,862	169,310
1	Shovel/Patchmaster Oper		33,322	33,862
4	Float Operator		33,322	133,288
1	Shoulder Maintainer		33,322	33,322
8	Tandem Float Driver		33,322	266,576
1	Loader Operator		33,322	33,322
1	Tire Repair		33,322	33,322
2	Tractor Semi-Driver		33,322	66,644
1	Grade Person		32,406	32,406
2	Laborer II		31,533	63,066
—				—
31	Total			\$1,048,683
		Overtime		147,604
		Longevity		80,987
				—
	Total Salaries & Wages			\$1,277,274

Department

Position - Salary Detail

Department: Highway Maintenance

District #4: Waterford

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$42,268	\$45,738	\$ 45,405
1	District Clerk	24,869	26,299	26,299
6	Foreman	35,571	38,311	228,192
2	Grader Operator		33,862	67,724
4	Shovel/Patchmaster Oper		33,862	135,448
9	Float Operator		33,322	299,898
1	Loader Operator		33,322	33,322
2	Skilled Laborer I		33,322	66,644
2	Shoulder Maintainer		33,322	66,644
10	Tandem Float Driver		33,322	333,220
1	Vactor Operator		33,322	33,322
1	Front End Boom Operator		33,322	33,322
2	Grade Person		32,406	64,812
1	Small Tool Rep./Janitor		32,406	32,406
5	Laborer II		31,533	157,665
48	Total			\$1,624,323
		Overtime		171,927
		Longevity		44,465
		Winter Maintenance Transfer and Alternate Shift Premium		(11,102)
	Total Salaries & Wages			\$1,829,613

Department

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	\$42,268	\$45,738	\$ 45,405
1	District Clerk	24,869	26,299	26,299
2	Foreman	35,571	38,311	76,064
1	Shovel/Patchmaster Oper		33,862	33,862
4	Float Operator		33,322	133,288
2	Skilled Laborer I		33,322	66,644
1	Shoulder Maintainer		33,322	33,322
1	Loader Operator		33,322	33,322
6	Tandem Float Driver		33,322	199,932
1	Tire Repair		33,322	33,322
1	Vactor Operator		33,322	33,322
1	Laborer II		31,533	31,533
22	Total			\$746,315
			Overtime	131,262
			Longevity	25,045
			Winter Maintenance Transfer and Alternate Shift Premium	166,530
	Total Salaries & Wages			\$1,069,152

Department

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	\$42,268	\$45,738	\$ 45,405
1	District Clerk	24,869	26,299	26,299
1	Foreman	35,571	38,311	38,032
5	Float Operator		33,322	166,610
2	Skilled Laborer I		33,322	66,644
4	Tandem Float Driver		33,322	133,288
1	Loader Operator		33,322	33,322
1	Tire Repair		33,322	33,322
1	Vactor Operator		33,322	33,322
1	Laborer II		31,533	31,533
—				—————
18	Total			\$607,777
		Overtime		89,738
		Longevity		38,343
		Winter Maintenance Transfer and Alternate Shift Premium		66,612
				—————
	Total Salaries & Wages			\$802,470

Department

Position - Salary Detail

Department: Highway Maintenance

District #5: Special Services

<u>Authorized Positions</u>	<u>Classification</u>	<u>Minimum</u>	<u>Salary Maximum</u>	<u>Appropriation</u>
1	District Superintendent	\$42,268	\$45,738	\$ 45,405
2	Foreman	35,571	38,311	76,064
1	Bridge Crew Chief		35,797	35,797
2	Crew Leader		35,797	71,594
4	Bridge Crew Member		34,424	137,696
4	Tree Trimmer		33,862	135,448
2	Hydroseeder Operator		33,322	66,644
—				—
16	Total			\$568,648
		Overtime		27,195
		Longevity		24,633
		Winter Maintenance Transfer		(77,714)
				—
	Total Salaries & Wages			\$542,762

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, boilers & machinery, and computer equipment.

Fleet Liability Insurance

Liability insurance for RCOC's car and truck fleet.

Public Officials/ Employees Liab.

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 Exp.

Provides for the funding of claims and suits resolved within the RCOC retention limit.

Service Fees

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

Auto Physical Damage

Provides funds for repairing physical damage to RCOC vehicles.

Special Risk Liability Self-Insured Exp.

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, 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.

Department

Object Detail

Department: Non-Departmental

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
<u>Risk Management</u>			
Materials, Supplies & Parts			
First Aid Supplies	\$ 2,763	\$ 2,100	\$ 3,000
Other Expenses			
Buildings & Contents Insurance	35,001	41,000	24,000
General Liability Insurance	503,582	504,000	475,000
Fiduciary & Performance Bond	14,737	16,000	9,100
Public Officials and Employees Liability Insurance	26,520	28,000	21,000
Special Risk Liability -- Self-Insured Expense	160,853	75,000	55,000
General Liability - Self-Insured Expense	(218,000)	2,000,000	1,500,000
Service Fees (General Liability)	37,608	19,500	29,600
Auto Physical Damage -- Self-Insured Expense	0	15,000	10,000
Fleet Liability Insurance	281,894	298,500	205,000
Drug/Alcohol Testing	0	0	15,000
	842,195	2,997,000	2,343,700
Risk Management Total	\$ 844,958	\$2,999,100	\$2,346,700
 <u>Employee Benefits</u>			
Fixed Charges			
Dental Insurance - Self-Insured Exp	330,141	295,000	340,000
Hospitalization - Self-Insured Exp	2,706,966	2,400,000	3,000,000
Life Insurance	103,446	105,400	110,000
Vision Care -- Self-Insured Exp	54,284	35,000	55,000
Major Medical -- Self-Insured Exp	192,722	150,000	150,000
Retirement -- Employer Contribution	3,293,887	3,500,000	3,500,000
Social Security	1,569,831	1,625,000	1,750,000
Unemployment Insurance	8,101	10,000	10,000
Workers' Compensation	96,944	100,000	100,000
Sick Leave Redemption	102,300	150,000	120,000
Workers' Compensation -- Self-Insured Expense	247,300	250,000	260,000
Service Fees (Workers' Compensation)	11,342	26,300	27,000
Prescription Drugs - Self-Insured Exp	551,085	450,000	625,000
Annual Physical/Wellness Program	2,923	7,000	37,000
	\$9,271,272	\$9,103,700	\$10,084,000
Employee Benefits Total			

Department

Object Detail

Department: Non-Departmental (Continued)

Object

	<u>'93 Actual</u>	<u>'94 Budget</u>	<u>'95 Appropriation</u>
Other			
Contracted Services			
Membership Fees & Dues	\$ 44,592	\$ 58,300	\$ 62,425
IVHS Contributions	71,379	605,000	595,400
Other Adm. Exp	<u>67,000</u>	<u>0</u>	<u>0</u>
	182,971	663,300	657,825
Materials, Supplies and Parts			
Inventory Adjustment	29,053	125,000	125,000
Fixed Charges			
Debt Service	1,958,962	2,637,946	2,512,383
Bond Payment Fees & Issue Cost	<u>5,333</u>	<u>7,500</u>	<u>2,500</u>
	1,964,295	2,645,446	2,514,883
Other Total	\$2,176,319	\$3,433,746	\$3,297,708
Road Commission Contingency	0	402,970	463,895
Personnel Turnover -- Attrition	0	(361,000)	(360,000)
	<hr/>	<hr/>	<hr/>
NON-DEPARTMENTAL TOTAL	\$12,292,549	\$15,578,516	\$15,832,303

Special Assessment Fund

Estimated Budget of Revenue, Expenditures and Change in Fund Balance

Fiscal Year Ending September 30, 1995

Revenue

Revenue From Assessment Rolls	\$3,000,000
Road Fund Contribution Net Underassessment	25,000
Interest On Assessment Rolls	500,000
Interest on Investments	60,000
	<hr/>
Total Revenue	\$3,585,000

Expenditures

Construction:	
Contractor Payments	\$2,700,000
Engineering and Administration	400,000
Interest on Debt	154,400
Principal Payment on Debt	800,000
Refunds of Overassessments to Participants -- Net	50,000
Note Payment Fees & Issue Costs	5,000
	<hr/>
Total Expenditures	\$4,109,400

Revenue Over/(Under) Expenditures	\$ (524,400)
Fund Balance -- September 30, 1994	2,091,789
	<hr/>
Fund Balance -- September 30, 1995	\$1,567,389

IVHS Program Fund

Estimated Revenue, Expenditures and Change in IVHS Fund Balance

Fiscal Year Ending September 30, 1995

Revenue

Federal Revenue -- IVHS	\$10,653,000
State Revenue -- IVHS	0
Contribution from Road Fund -- IVHS	595,400
County Revenue -- IVHS	0
Cities and Villages Revenue -- IVHS	500,000
Private Enterprises Revenue -- IVHS	<u>1,430,000</u>
Total Revenue	\$13,178,400

Expenditures

IVHS Project Expenses	\$12,494,400
IVHS Projects -- RCOG Labor Costs	684,000
	<u> </u>
Total Expenditures	\$13,178,400

Excess of Revenue over Expenditures	\$ 0
Fund Balance -- September 30, 1994	<u>4,578</u>
Fund Balance -- September 30, 1995	\$ 4,578

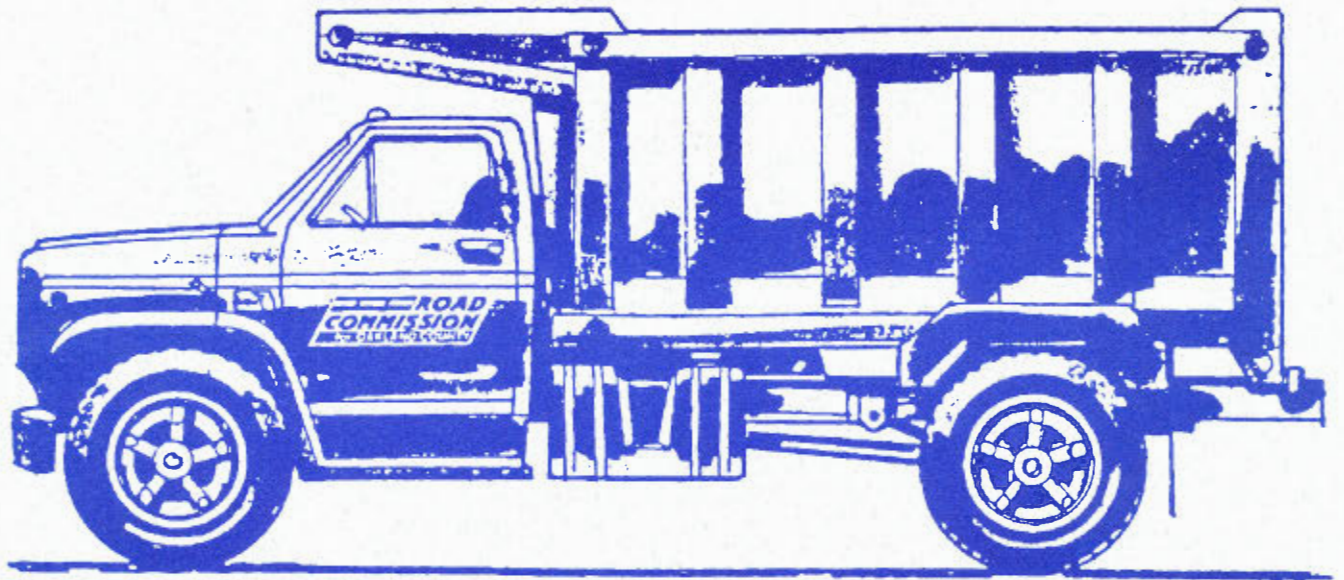
Act 51 Summary

MAINTENANCE EXPENDITURES

For Compliance With Section 12 (16) of Act 51

1.	Total Michigan Transportation Fund Revenue	\$43,506,000
	Less:	
2.	Administrative Expenses	\$(5,884,800)
3.	Capital Outlay	\$(4,353,370)
4.	Debt Service	\$(2,514,883)
5.	Total (Line 1 less Lines 2 thru 4)	\$30,752,947
6.	Routine Maintenance	\$30,197,155
7.	Heavy Maintenance (Projects)	\$12,919,680
8.	Less Federal Aid -- Heavy Maintenance	\$(6,769,800)
9.	Total Maintenance	\$36,347,035
10.	90% of Line 5	\$27,677,653

Capital Budgeting



Capital Budgeting

The Road Commission for Oakland County capital budget consists of two major categories, Capital Outlay and the Road Improvement Program, which is covered in the final section.

CAPITAL OUTLAY

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

A total of \$4,365,970 is budgeted in 1995 for capital purchases. \$3,372,000 of the "Build Michigan" funds will be used for equipment purchases in 1995.

In addition, major capital outlay is necessitated for the replacement of gas and diesel tanks and facilities improvements.

Some computer needs, deferred in prior years and reinstated in the 1994 Budget are also included in the 1995 Budget. The agency's original equipment was acquired in the mid-1980's and it has been determined that the continuous cost of repairing this equipment is not economically feasible.

The Road Commission estimates its computer needs to reach \$462,225 in the next three years. However, due to financial constraints, only \$145,120 was budgeted in 1995.

Criteria

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 expenditures, 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.

For many years, funding restraints have prevented RCOC from maintaining the fleet at the desired level of overall replacement compared to total fixed assets.

Cost/Benefit Analysis

All capital expenditures exceeding \$25,000 require a cost/benefit study before presentation to the Board of Road Commissioners for its approval. See "Vehicle Fleet Status" (below) for an explanation of Cost/Benefit Analysis.

VEHICLE FLEET STATUS

Due to financial limitations in recent years, major acquisitions to replace older road equipment were deferred. This, coupled with vigorous preventive maintenance practices, comprised the major element of RCOC's cost-containment strategy. Although substantial funds were budgeted in the past few years, the age of the fleet continues to be a fiscal concern.

Capital Budgeting

The projected 1995 investment in the vehicle fleet is not only necessary, but one of the most cost-effective strategies for maintaining fleet readiness. Although this Budget continues the commitment to upgrading the fleet, there are still many road equipment replacements on the list of unmet needs.

The Road Commission Passenger Car Fleet

Out of a fleet of 66 vehicles, 16 passenger cars, including 1 used sedan, are scheduled for replacement in Fiscal Year 1995. The typical RCOC car has been driven over 66,000 miles, but about one fourth of the fleet has been driven over 100,000 miles. Repair costs to date on a typical vehicle total about one half of the original purchase price of the vehicle. It has cost about 6.5 cents per mile to maintain this average vehicle over its lifetime.

The Road Commission Pickup and Van Fleet

22 pickups and 4 vans will be replaced in Fiscal Year 1995. In a survey of the 100 oldest RCOC pickups and vans (representing about 59% of the total pickup and van fleet of 156), the average RCOC vehicle was over 6 years old. Twenty-five percent have cumulative maintenance costs in excess of the original purchase price.

The Road Commission Heavy Equipment Fleet

The 1995 Budget contains an appropriation to replace certain aging and obsolete heavy road equipment. A detail of these expenditures can be found in the "Detail of Capital Outlay" later in this section.

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

Similarly, many of these vehicles are engaged in activities which are particularly detrimental to longevity. Most notably, trucks used as snow plows and salt spreaders are subject to extremely corrosive conditions that deteriorate truck frames and bodies.

Finally, many of these vehicles are specialized and very expensive to acquire. Specialized usage does not necessarily equate to longer lifespans, but in many cases, does result in the vehicle escaping the deterioration associated with daily or frequent usage. As a result, age alone is not as valid a criterion for identifying replacement candidates as with older vehicles.

A review of the 7 cyd and 12 cyd trucks, both of which figure prominently in snow and ice control during winter maintenance operations, is revealing in terms of age, miles and maintenance history.

131 vehicles in the heavy equipment category are 7 cyd or 12 cyd trucks. Of these, 18 are over 10 years old. 29% have been driven 100,000 miles or more, and 51% have maintenance costs that exceed their purchase price.

Capital Budgeting

Costs/Benefits of Repairing vs. Replacing

Analysis of costs and benefits requires clearly defined and quantifiable choices or alternatives. These choices may include doing nothing as well as distinct courses of action. Specifically, the objective of these analyses is to achieve comparable benefit-to-cost ratios.

Two types of cost/benefit analyses have been established:

- . Comparison of continuing repair to a replacement alternative to improve fleet readiness
- . Comparison of a continuing repair to a replacement alternative of a specific vehicle

Resource Allocation Decision to Repair/ Replace Equipment

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

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

Downtime is of importance to fleet readiness, especially during critical operations such as winter maintenance, because of service delivery delays or postponements.

However, calculation of the impact of downtime is not a simple matter. Preventative maintenance results in equipment downtime, but is judged beneficial since this investment in short downtime is to eliminate or significantly reduce more costly downtime for corrective maintenance.

Further, downtime takes on different values depending upon when the equipment failure occurs. Thus, a high cost is placed on downtime of snow removal equipment during a major snow storm, but a much lower cost is placed on a downtime of a mowing machine during the same period.

Finally, for the private concern, the cost of downtime can usually be calculated, or at least estimated, by the revenues or profits lost when the vehicle is not operative. This direct equation of downtime to costs is not as easily derived for a public, non-profit agency.

Aggressive preventive maintenance in recent years has contributed materially to reducing equipment downtime, especially during critical operations, as well as in prolonging the service life of the aging fleet. Corrective maintenance associated with repair and/or replacement of damaged parts also contributes by returning equipment to a ready status.

Capital Budgeting

However, aggressive maintenance programs cannot prolong vehicle service life indefinitely. The time will come when maintenance costs can no longer be justified given the anticipated performance of the vehicle. Increased age and miles of travel or engine hours will increase the probability of equipment failure even on aggressively-maintained vehicles. Operation of vehicles for spreading salt and other corrosive materials will ensure that frames and bodies will deteriorate at an accelerated rate, regardless of maintenance practices. Grading and snow plowing place stresses on equipment that are not experienced by similar over-the-road or even construction equipment. Many RCOC passenger cars and pickups are driven extensively on gravel roads and through construction zones, contributing a dimension to miles driven not present in similar vehicles in the general public fleet.

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

Calculating the Cost/Benefit of Repair vs. Replacement

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

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

At first impression, this calculation may appear to be in error since it compares a future maintenance history with a present-day acquisition cost without regard to either the age of the vehicle to be maintained or the subsequent maintenance history of the vehicle to be acquired.

Upon reflection, however, it will be realized that these factors, if considered, would result in decisions to either maintain the existing vehicle forever or to acquire a new vehicle solely on the basis of age.

In the readiness context, vehicle age, miles driven or past maintenance history do not enter into the calculations. A vehicle, regardless of age, mileage or past repair history, that can be maintained at a ready state less expensively than acquiring a new vehicle would be retained.

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

1. What are the expected future repair expenditures on the vehicle over the period equivalent to the life expectancy of a new vehicle?

Capital Budgeting

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

The future repair expenditures are calculated as follows:

1. The average maintenance costs of the vehicle for the last three years is calculated.
2. A weighted average consisting of the lowest repair cost in the three-year period, and the average is calculated:

$$\frac{\text{Lowest Repair} + (4 \times \text{Average Repair}) + \text{Highest Repair}}{6}$$

Factors to be considered in this method are:

- a. Although the unweighted average is the most likely estimate for future maintenance costs, a high degree of uncertainty exists around the unweighted average value in predicting future costs.
- b. Three years of major repairs may eliminate all major causes of failure on the vehicle and hence result in much lower-than-average maintenance costs in subsequent years.
- c. Increasing age may lead to a major repair cost, much higher than the three-year average, in a subsequent year.
- d. The weighted average shown above is an often-used method of dealing with estimations involving considerable variation and uncertainty, combining a pessimistic (highest cost), and optimistic (lowest cost) and the most likely (average) cost estimate, but giving major weight to the most unlikely.

Results of the Calculations

This approach was applied in turn to each passenger car, pickup, van and heavy truck surveyed. The procedure suggested the new vehicles that should be needed in Fiscal Year 1995.

Capital Budgeting

DETAIL OF CAPITAL OUTLAY

Managing Director

Office Equipment

1	36" wide, 5-Drawer Lateral File	800	
1	Notebook Computer & Color Monitor	5,000	
1	Notebook Computer	4,500	
1	VHS Video Projection Equipment with Amplifier & Speakers	6,500	
1	Slide/Transparency Adaptor	650	
1	Fax Machine	<u>1,300</u>	
			18,750

Finance

Office Equipment

1	IBM Electric Typewriter	1,500	
1	PC Printer	800	
1	Copy Machine	6,000	
1	Personal Computer	<u>4,000</u>	
			12,300

Legal

Office Equipment

1	Laser Printer	<u>2,500</u>	
			2,500

Central Operations

Buildings

1	Upgrade Lighting in Mechanics Area in All Districts	<u>6,750</u>	
			6,750

Road Equipment

1	Mini Van	18,000	
1	1/2 Ton Pickup	18,000	
15	Sedan	255,000	
1	Sedan (used black & white)	<u>6,000</u>	
			297,000

Capital Budgeting

Central Operations (Continued)

Shop Equipment

1	Shelving for stockroom	5,000	
2	Upgrade welders in outlying districts	5,000	
1	Spot Welder	800	
1	SeFac Hoist	35,000	
1	SeFac Transmission Jack	5,000	
1	Metal Lathe	4,000	
2	Plasma Cutter	5,000	
1	Puller Sets	1,500	
1	Magnetic Drill	1,200	
1	Blind Hole Puller	700	
2	Seven Step Portable Stairs	1,600	
2	Welding Screens	1,200	
2	Lincoln Hydraulic Jacks	4,000	
1	Stationary Belt & Disk Sander	1,500	
2	Two-Way Portable Radio	1,800	
1	High Speed Floor Buffer	1,550	
1	Air Compressor	<u>2,800</u>	77,650

Office Equipment

2	Personal Computer	3,600	
1	Printer	2,500	
1	Office Furniture	1,250	
2	File Cabinets	1,000	
1	Printer	800	
1	Coordinator Software	600	
2	Copier (small)	6,000	
1	Copier (large f/PVR)	7,400	
1	Fax	<u>1,800</u>	24,950

Storage Facilities

	Replace Underground Storage Tanks at the PVR Service Center	<u>550,000</u>	<u>550,000</u>	956,350
--	--	----------------	----------------	---------

Personnel

Office Equipment

1	MacIntosh Computer & Software	4,000	
1	Epson Printer for ARM System	2,000	
1	MacIntosh Printer	<u>1,600</u>	7,600

Capital Budgeting

Engineering

Road Equipment		
3	Pick Up	51,000
3	Van	57,000
1	Drill Rig	<u>135,000</u>
		243,000

Shop Equipment		
2	Electronic Balance	1,000
1	Cure Tank	2,000
1	Asphalt Extractor	<u>2,250</u>
		5,250

Office Equipment		
2	Laser Printer	4,400
1	Fax Machine	1,000
1	CAD Station to Include:	
	486 Computer	2,100
	Monitor	1,300
	12" Digitizer	500
	Auto CAD Software	2,200
	Engineering Software	2,500
2	PC Upgrade	3,600
1	Office Furniture	1,200
1	CAD Station to Include:	
	486 Computer	2,100
	Monitor	1,300
	12" Digitizer	500
	Auto CAD Software	2,200
	Plotter	2,300
1	File Cabinet	800
1	CAD Station to Incude:	
	486 Computer	2,500
	Monitor	1,300
	12" Digitizer	500
	Auto CAD Software	2,200
	Engineering Software	2,500
1	Software Updates	7,000
3	Flat Files	1,500
1	CAD Station to Include:	
	486 Computer	2,100
	Monitor	1,300
	12" Digitizer	500
	Auto CAD Software	700
	Plotter	<u>2,300</u>
		52,400

Engineering Equipment		
2	Drill Core Bits	1,500
1	Nuclear Density Guage	7,000
1	Survey Total Station	15,000
1	Survey Data Collector	4,000
3	Metal Detector	1,800
3	Inspector Grid Pads	7,500
1	Survey Total Station	<u>20,000</u>
		<u>56,800</u>

357,450

Capital Budgeting

Planning and Development

Office Equipment

1	590Mb Fixed Disk	5,720
2	MLCP 16 Communication	5,400
2	Personal Computer w/CD ROM	5,200
1	Coordinator Software	600
1	Laser Printer	1,000
1	Desk & Workstation	1,000
1	Personal Computer	<u>4,000</u>

22,920

Traffic Safety

Shop Equipment

1	Fluke Scope Meter Test Tool	2,300
2	Conflict Monitor Tester	1,200
4	Laptop Computer	10,400
1	Huntron Tracker (Radios)	800
1	Desoldering Station	<u>900</u>

15,600

Road Equipment

6	1/2 Ton Pickup	108,000
2	Sign Truck, w/Boom, Air Compressor and Post Puller	214,000
2	Signal Truck, w/Boom & Generator	204,000
3	Trailer Barricade, Single Axle	19,500
1	Guardrail Platform Truck w/Air Compressor and Post Puller	72,000
1	Post Puller	5,000
3	Generator	15,000
2	Turning Movement Count Board	1,200
5	Traffic Counters	9,000
30	Radios	<u>39,000</u>

686,700

Office Equipment

1	Copy Machine	5,000
4	Laptop Computer	12,800
1	PC	1,800
1	Impact Printer	2,000
1	Work Station	<u>1,500</u>

23,100

725,400

Permits & Environmental Concerns

Road Equipment

2	Pickup Trucks	36,000
2	Scales	<u>7,000</u>

43,000

Capital Budgeting

Permits and Environmental Concerns (Continued)

Office Equipment

	2 Personal Computer	6,000		
	1 Personal Computer	<u>3,000</u>		
			<u>9,000</u>	52,000

Highway Maintenance

Shop Equipment

	4 Power Washer	31,700		
	4 30 Ton Floor Jack	4,000		
	1 Power Floor Sweeper	24,500		
	1 Snow Blower	<u>800</u>		
			61,000	

Road Equipment

	1 Attenuator (Pods)	7,200		
	1 Barricade, Trailer	7,200		
	1 Compactor, Vibratory	2,000		
	2 Float (underbody scraper used)	6,400		
	2 Jackhammer	2,800		
	1 Liftgate	1,900		
	1 Mixer, Cement	4,500		
	1 Mower, Sickle Bar	10,000		
	3 Plow (snow)	15,000		
	15 Radio	19,500		
	1 Roller & Trailer	40,000		
	2 Spreader, Tailgate	5,000		
	10 Truck, 2WD 1 Ton Pickup	180,000		
	1 Weed Eater/Saw	1,200		
	4 Trucks, 7CYD	326,000		
	8 Trucks, 12 CYD	760,000		
	4 Trucks, Tandem Tractor	364,000		
	1 Shovel	195,000		
	1 Vactor	<u>175,000</u>		
			2,122,700	

Office Equipment

	1 Computer Plotter for CAD	2,300		
	9 PC Computers	16,200		
	1 Systems Printer	2,500		
	1 Copy Machine	6,000		
	1 Fax Machine	<u>1,800</u>		
			<u>28,800</u>	

Total Capital Outlay:

2,212,500
4,367,770

Capitla Budgeting

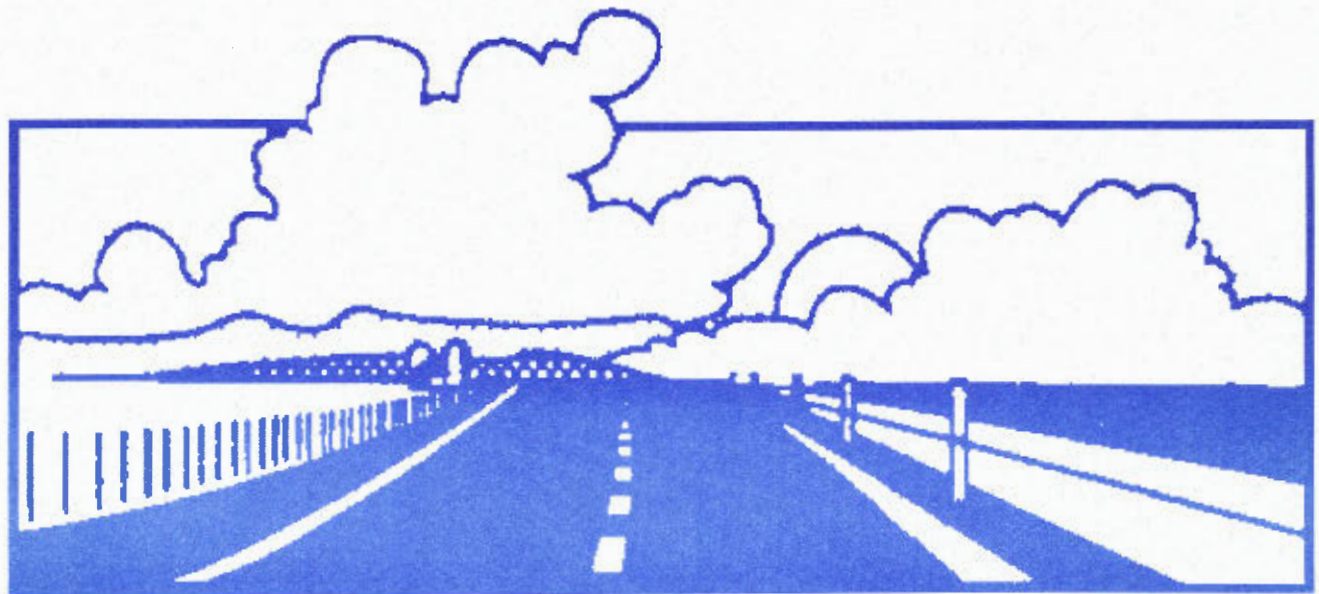
CAPITAL OUTLAY HISTORY

<u>Department</u>	<u>1995 Proposed Budget</u>	<u>1994 Amended Budget*</u>	<u>1993 Actual</u>	<u>1992 Actual</u>
Managing Director Office Equipment	\$ 18,750	\$ 5,400	\$ 16,490	\$ 0
Citizen Services Office Equipment	0	6,300	2,609	0
Finance Office Equipment	12,300	5,000	3,109	0
Legal Office Equipment	2,500	0	0	1,740
Central Operations				
Buildings	6,750	852,470	57,976	8,346
Road Equipment	297,000	548,192	169,017	0
Shop Equipment	77,650	50,800	9,148	10,974
Office Equipment	24,950	151,700	18,261	0
Storage Facilities	550,000	802,504	180,127	324,506
Personnel Office Equipment	7,600	700	0	0
Engineering				
Road Equipment	243,000	80,500	83,642	0
Shop Equipment	5,250	5,500	0	0
Office Equipment	52,400	47,693	26,857	21,608
Engineering Equipment	56,800	12,200	1,273	3,828
Planning and Development Office Equipment	22,920	8,133	2,050	399,686
Traffic Safety				
Road Equipment	686,700	993,100	590,651	1,201
Shop Equipment	15,600	0	9,620	3,825
Office Equipment	23,100	65,214	9,889	0
Permits & Environmental Concerns**				
Road Equipment	43,000	32,000	63,831	0
Office Equipment	9,000	2,250	5,062	0
Highway Maintenance				
Road Equipment	2,122,700	3,151,806	2,179,286	961,741
Shop Equipment	61,000	22,720	14,759	8,680
Office Equipment	28,800	5,000	6,864	6,811
Brine Well	0	205,000	320,205	0
TOTALS:	\$4,367,770	\$7,054,182	\$3,770,726	\$1,752,946

* As of March 31, 1994

** Department created following adoption of 1993 Budget.

Road Improvement Program



Road Improvement Program

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 most Road Improvement Program projects are Federal and state aid and contributions from local units of government. For example, the Road Commission has a matching Tri-Party Program of one-third local, one-third Oakland County and one-third Road Commission funding.

State Funding

The Road Commission's share of the Road Improvement Program comes from state-collected fuel and vehicle taxes, which are returned to the Road Commission under the provisions of Act 51. Other state funding is from the Transportation Economic Development Fund (TEDF) category "C" (urban congestion reduction).

During Fiscal Year 1993, the Michigan Legislature instituted "Build Michigan" funding to address the growing shortfall in transportation funding. This program provides monies for local Road Commission agencies to supplement their existing road improvement programs and capital expenditures.

It is anticipated that the Road Commission for Oakland County will receive \$4.775 million in Fiscal Year 1995 from this program (see page 16). Revenue from the "Build Michigan" fund will enable significantly higher expenditures for pavement rehabilitation and gravel road maintenance projects, continued upgrading to the Road Commission's heavy equipment, fleet and underground fuel storage tanks, and will enable continued match for federal funds for the IVHS program.

Act 51

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

Federal Funding

Federal aid is derived from the Critical Bridge Fund (CB), Surface Transportation Program (STP), Hazard Elimination/Safety Fund (HES) and Federal Demonstration Grants (Demo).

Project Programming and Budgeting

For each road project there is an estimate of the amount for 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 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.

Road Improvement Program

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 to construction contractors. Upon acceptance of the low bid and award of the contract, the projects are turned over to the Construction Division for implementation.

Project Progress and Review

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

The review process involves the Engineering Department reporting on a 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.

1995 ROAD IMPROVEMENT PROGRAM

STATISTICAL INFORMATION

	1995 Budget		1995 Completion of 1994 Projects in Progress		1994 Budget		1994 Completion of 1993 Projects in Progress	
Safety Road Widening	5.6 mi	\$5,970,000	25.8 mi	\$9,407,000	15.3 mi	3,195,000	23.2 mi	\$13,935,000
Safety Intersections	4 Loc.	812,000			3 Loc.	378,000	2 Loc.	315,000
Spot Safety Projects		25,000						
Bridges	2 Loc.	100,000		532,000	5 Loc.	585,000	2 Loc.	172,500
Major Resurfacing with Safety (RRR)	3.8 mi	867,000			8.0 mi	1,352,000		
Pave Gravel			4.9 mi	2,564,000	4.0 mi	1,170,000	4.82 mi	210,000
Contract Maintenance Bridge Management	2.0 Loc.	260,000			2 Loc.	260,000		
Tri-Party		1,500,000		1,393,500		1,500,000		1,500,000
Drainage	3 Loc.	100,000			2 Loc.	120,000		
Other				800,000				533,333
Sub Total		\$ 9,634,000		\$14,696,500		\$ 8,560,000		\$16,665,833
GRAND TOTAL		1995		\$24,330,500		1994		\$25,225,833

117

1995 ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Federal Aid & "C" Funds	Fiscal Year 1995			Annual Total All Sources	Estimated Total Proj Cost
									Local Gov't Funding	MTF and Other RCOC Funding			

1995 Safety Widening (5 or more Lanes or Blvd.)

003-4154-0	41541	P	Twelve Mile	0.5	Inkster to Northwestern	CONST "C"	Southfield	464,000	58,000	58,000	580,000	1,953,000
004-4226-0	42261	P	Big Beaver	1.8	Coolidge to I-75	CONST NHS	Troy	4,000,000	1,000,000	-	5,000,000	12,000,000
005-4228-0	42281	P	Cooley Lake	0.3	Union Lake to Williams Lake	ROW	White Lake/Commerce	-	25,000	25,000	50,000	1,130,000
003-4155-0	41551	P	Adams	1.0	Avon to Walton	ROW "C"	Rochester Hills	80,000	10,000	10,000	100,000	5,807,000
005-4291-0	42911	P	Sashabaw	1.0	Maybee to Waldon	PE "C"	Independence	32,000	4,000	4,000	40,000	3,000,000
005-4279-0	42791		Twelve Mile	1.0	Halsted to Drake	CONST	Farmington Hills			200,000	200,000	300,000

TOTALS 4,576,000 1,097,000 297,000 5,970,000

1995 ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Fiscal Year 1995			Annual Total All Sources	Estimated Total Proj Cost
								Federal Aid & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding		
<u>1995 Safety Intersections</u>												
005-4284-9	42841	P	Livernois		at Tienken	CONST (CMAQ)		175,000	29,334	14,666	219,000	230,000
005-4288-9	42881	P	Square Lake		at Squirrel	CONST (CMAQ)		150,000	18,500	18,500	187,000	206,000
005-4285-9	42851	P	Brewster		at Tienken	CONST (CMAQ)		175,000	29,333	14,667	219,000	230,000
005-4286-9	42861	P	South Boulevard		at Rochester	CONST (CMAQ)		150,000	21,583	15,417	187,000	206,000
TOTALS								650,000	98,750	63,250	812,000	
<u>1995 Spot Safety Projects</u>												
			Railroad Sight Distance Clearing		Various	CONST				25,000	25,000	25,000
TOTALS										25,000	25,000	25,000
<u>1995 RRR</u>												
005-4307-5	43071		North Holly Road	1.8	Village Limits to Lahring	CONST (STP)	Rural Twps.	300,000	-	100,000	400,000	400,000
005-4292-5	42921		Cass Elizabeth	2.0	Coolley Lake to Cass Lake	CONST (STP)	Urban Area	359,000	-	108,000	467,000	467,000
TOTALS								659,000	-	208,000	867,000	
PAVED ROADS SUB-TOTAL								5,885,000	1,195,750	593,250	7,674,000	

1995 ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Federal Aid & "C" Funds	Fiscal Year 1995			Annual Total All Sources	Estimated Total Proj Cost
									Local Gov't Funding	MTF and Other RCOC Funding			
<u>1995 Bridges</u>													
			To Be Determined			PE			25,000	25,000		50,000	400,000
			To Be Determined			PE			25,000	25,000		50,000	400,000
TOTALS										50,000	50,000	100,000	
<u>1995 Contract Maintenance: Bridge Management</u>													
			To Be Determined			CONST		-	120,000	120,000		240,000	260,000
			To Be Determined			PE		-	10,000	10,000		20,000	260,000
TOTALS									-	130,000	130,000	260,000	
<u>1995 Drainage Improvements</u>													
			To Be Determined					-	50,000	50,000		100,000	100,000
DRAINAGE SUB-TOTALS										230,000	230,000	460,000	
<u>1995 Tri-Party Program</u>													
			To Be Determined					-	1,000,000	500,000		1,500,000	3,000,000
TOTAL									5,885,000	2,425,750	1,323,250	9,634,000	

1995 ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Federal Aid & "C" Funds	Fiscal Year 1995			Estimated Total Proj Cost
									Local Gov't Funding	MTF and Other RCOC Funding	Annual Total All Sources	
<u>1995 Completion of 1994 Projects in Progress</u>												
<u>1994 Safety Widening (5 or more Lanes or Blvd.)</u>												
003-4157-0	41571	P	White Lake	0.5	Andersonville to Clement	CONST "C"	Independence	1,180,000	147,500	147,500	1,475,000	1,980,000
003-4152-0	41521	P	Twelve Mile	1.5	Campbell to John R	CONST (STP)	Madison Hgts. & Royal Oak	912,000	114,000	114,000	1,140,000	3,000,000
000-3974-0	39741	P	Dequindre	2.0	14 Mile to Big Beaver	CONST "C"	Troy	452,000	84,750	28,250	565,000	6,000,000
000-3983-0	39831	P	Livernois	1.0	Avon to Walton	CONST "C"	Rochester Hills	1,808,000	226,000	226,000	2,260,000	5,500,000
002-4105-0	41051	P	Maple	1.0	Lahser to Cranbrook	CONST (STP)	Bloomfield	452,000	56,500	56,500	565,000	2,500,000
003-4192-0	41921	P	Eight Mile	2.0	Halsted to Farmington	PE "C"	Farmington Hills	48,000	9,000	3,000	60,000	6,000,000
003-4154-0	41541	P	Twelve Mile	0.5	Inkster to Northwestern	PE "C"	Southfield	72,000	9,000	9,000	90,000	1,953,000
004-4267-0	42261	P	Big Beaver	1.8	Coolidge to I-75	PE (STP)	Troy	40,000	5,000	5,000	50,000	3,000,000
004-4226-0	42671	P	Big Beaver	1.2	Adams to W. of Coolidge and I-75 to Livernois	PE (STP)	Troy	24,000	3,000	3,000	30,000	12,000,000
003-4155-0	41551	P	Adams	1.5	Avon to Raintree	PE "C"	Rochester Hills	32,000	4,000	4,000	40,000	5,807,000

1995 ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Federal Aid & "C" Funds	Fiscal Year 1995			Estimated Total Proj Cost
									Local Gov't Funding	MTF and Other RCOC Funding	Annual Total All Sources	
<u>1995 Completion of 1994 Project in Progress</u>												
003-4158-0	41581	P	Dequindre	2.0	Big Beaver to Long Lake	PE & ROW "C"	Troy	640,000	120,000	40,000	800,000	6,540,000
004-4227-0	42271	P	Crooks	2.0	Square Lake to Auburn	PE "C"	Troy and Rochester Hills	32,000	4,000	4,000	40,000	13,300,000
001-4058-0	40581	P	Elizabeth Lake	1.0	Cooley Lake to M-59	PE (STP)	Waterford	8,000	1,000	1,000	10,000	2,000,000
009-3898-0	38981	P	Orchard Lake	1.5	Ten Mile to 696	PE (STP)	Farmington Hills	8,000	1,000	1,000	10,000	6,000,000
002-4103-0	41031	P	Crooks	1.0	Auburn to Hamlin	PE & ROW "C"	Rochester Hills	320,000	40,000	40,000	400,000	3,750,000
003-4153-0	41531	P	Novi	1.0	Ten Mile to Grand River	PE & ROW "C"	Novi	96,000	23,000	23,000	142,000	4,000,000
003-4151-0	41511	P	Greenfield	2.0	Eight Mile to Ten Mile	PE & ROW (STP)	Southfield/Oak Park	480,000	60,000	60,000	600,000	9,000,000
001-4057-0	40571	P	Cass Lake	1.0	Orchard Lake to Otter	PE & ROW (STP)	Keego Harbor	840,000	105,000	105,000	1,050,000	3,800,000
004-4228-0	42281		Cooley Lake	0.3	Union Lake to Williams Lake	PE "C"	White Lake Commerce	32,000	4,000	4,000	40,000	1,130,000
003-4156-0	41561		Fourteen Mile	1.0	Southfield to Greenfield	PE "C"	Birmingham Beverly Hills	32,000	4,000	4,000	40,000	2,500,000
PROJECTS TOTALS								7,508,000	1,020,750	878,250	9,407,000	

1995 ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	<u>Fiscal Year 1995</u>				Estimated Total Proj Cost
								Federal Aid & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding	Annual Total All Sources	
<u>1994 Pave Gravel Roads</u>												
002-4062-1	40621	P	White Lake	2.3	McKeachie to Teggerdine	PE & CONST (STP)	White Lake	1,025,600	128,200	128,200	1,282,000	3,000,000
002-4121-1	41211	P	White Lake	2.6	Teggerdine to Andersonville	PE & CONST (DEMO)	White Lake	1,025,600	128,200	128,200	1,282,000	3,000,000
PAVE GRAVEL TOTALS								2,051,200	256,400	256,400	2,564,000	
<u>1994 Bridges</u>												
000-3987-6	39873	P	Orion		at Paint Creek	CONST C.B.	Orion	228,000	6,000	6,000	240,000	400,000
003-4166-6	41664	L	Beachland		at Canal	CONST C.B.	Waterford	277,400	7,300	7,300	292,000	400,000
BRIDGES TOTAL								505,400	13,300	13,300	532,000	
<u>1994 Tri-Party</u>												
To Be Determined * (SEE DETAIL SCHEDULE)								-	929,000	464,500	1,393,500	3,000,000
Prior Years Contractor Payments								640,000	80,000	80,000	800,000	
1995 COMPLETION SUB-TOTAL								10,704,600	2,299,450	1,692,450	14,696,500	
<u>1995 ROAD IMPROVEMENT PROGRAM GRAND TOTALS</u>								16,589,600	4,725,200	3,015,700	24,330,500	

1995 ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Federal Aid & "C" Funds	Fiscal Year 1995		Annual Total All Sources	Estimated Total Proj Cost
									Local Gov't Funding	MTF and Other RCOC Funding		

* Detail Schedule1995 Completion of 1994 Projects in ProgressTri-Party

004-0000-4						Addison		20,954	10,477	31,431	
004-0000-4						Bloomfield		111,466	55,733	167,199	
004-0000-4						Holly		19,107	9,553	28,660	
004-0000-4						Independence		48,750	24,375	73,125	
004-0000-4						Milford		8,013	4,007	12,020	
004-0000-4						Novi		358	179	537	
004-0000-4						Oakland		32,333	16,167	48,500	
004-0000-4						Orion		54,889	27,445	82,334	
004-0000-4						Oxford		24,475	12,237	36,712	
004-0000-4						Rose		22,335	11,168	33,503	
004-0000-4						Royal Oak		10,168	5,084	15,252	
004-0000-4						Springfield		31,771	15,885	47,656	
004-0000-4						Waterford		108,920	54,460	163,380	
004-0000-4						W. Bloomfield		99,657	49,828	149,485	
004-0000-4						White Lake		56,729	28,364	85,093	
004-0000-4						Auburn Hills		52,425	26,213	78,638	
004-0000-4						Berkley		9,612	4,806	14,418	
004-0000-4						Bingham Farms		4,584	2,292	6,876	
004-0000-4						Birmingham		11,162	5,581	16,743	
004-0000-4						Clawson		13,426	6,713	20,139	
004-0000-4						Farmington Hills		67,819	33,910	101,729	
004-0000-4						Huntington Woods		4,545	2,273	6,818	
004-0000-4						Ferndale		1,830	915	2,745	
004-0000-4						Franklin		7,550	3,775	11,325	
004-0000-4						Hazel Park		6,489	3,244	9,733	
004-0000-4						Holly Village		10,895	5,448	16,343	
004-0000-4						Keego Harbor		9,694	4,847	14,541	
004-0000-4						Lake Angelus		4,339	2,169	6,508	
004-0000-4						Lake Orion		962	481	1,443	

1995 ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Federal Aid & "C" Funds	Fiscal Year 1995			Annual Total All Sources	Estimated Total Proj Cost
									Local Gov't Funding	MTF and Other RCOG Funding			

* Detail Schedule

1995 Completion of 1994 Projects in Progress

Tri-Party (Cont.)

004-0000-4						Leonard		587	294	881			
004-0000-4						Oak Park		17,627	8,813	26,440			
004-0000-4						Orchard Lk		17,385	8,692	26,077			
004-0000-4						Oxford		1,506	753	2,259			
004-0000-4						Pleasant Ridge		3,302	1,651	4,953			
004-0000-4						Rochester		9,152	4,576	13,728			
004-0000-4						South Lyon		14,942	7,471	22,413			
004-0000-4						Sylvan Lake		3,584	1,792	5,376			
004-0000-4						Wolverine Lake		<u>5,658</u>	<u>2,829</u>	<u>8,487</u>			
TRI-PARTY TOTALS								\$	929,000	\$464,500	\$1,393,500		

1995 ROAD IMPROVEMENT PROGRAM

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Fiscal Year 1995			Estimated Total Proj Cost	
								Federal "A" & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding		Annual Total All Sources
<u>1995 Addendum</u>												
009-3984-0	39841	P	Walton	1.5	Dixie to Clintonville	CONST (Demo)	Waterford	5,000,000	625,000	625,000	6,250,000	7,000,000
000-4137-0	41371	P	Baldwin	1.0	St. Marys to Morgan	CONST (Demo)	Auburn Hills/ Orion	5,000,000	1,250,000	-	6,250,000	9,500,000
1995 ADDENDUM TOTALS								10,000,000	1,875,000	625,000	12,500,000	

1 9 9 5 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 9/30/95

S U M M A R Y

<u>Project Type</u>	<u>Federal Aid & State "C" Funds</u>	<u>Local Gov't Funding</u>	<u>MTF and Other RCOC Funding</u>	<u>Total All Sources</u>
1995 Safety Road Widening	\$4,576,000	\$1,097,000	\$ 297,000	\$5,970,000
1995 Safety Intersections	650,000	98,750	63,250	812,000
1995 Spot Safety Projects	0	0	25,000	25,000
1995 RRR	659,000	0	208,000	867,000
1995 Bridges	0	50,000	50,000	100,000
1995 Contract Maint: Bridge Mgmt.	0	130,000	130,000	260,000
1995 Drainage Improvements	0	50,000	50,000	100,000
1995 Tri-Party	0	<u>1,000,000</u>	<u>500,000</u>	<u>1,500,000</u>
Sub Total	\$5,885,000	\$2,425,750	\$1,323,250	\$ 9,634,000
1995 Completion of 1994 Projects in Progress				
Safety Road Widening	\$7,508,000	\$1,020,750	\$878,250	\$9,407,000
Pave Gravel Roads	2,051,200	256,400	256,400	2,564,000
Bridges	505,400	13,300	13,300	532,000
Tri-Party	0	929,000	464,500	1,393,500
Prior Year Contractor Payments	<u>640,000</u>	<u>80,000</u>	<u>80,000</u>	<u>800,000</u>
Sub Total	\$10,704,600	\$2,299,450	\$1,692,450	\$14,696,500
Total 1995 Road Improvement Program	\$16,589,600	\$4,725,200	\$3,015,700	\$24,330,500
Special Assessment District (SAD) Program				3,100,000
Intelligent Vehicle Highway System (IVHS) Program				<u>13,178,400</u>
GRAND TOTAL				\$40,608,900

PROGRAM SOURCES

<u>Federal & State</u>		<u>Local</u>		<u>R C O C</u>	<u>Road Improvement Program Disbursements</u>	
STP	\$4,588,600	Cities	\$2,502,750	\$3,015,700	Contractor Payments	\$17,779,500
CMAQ	650,000	Townships	1,151,200		Right-of-Way Payments	<u>2,407,500</u>
Critical Bridge	505,400	County	1,071,250		Sub-Total	\$20,187,000
Demo	1,025,600				Traffic Safety	345,000
State "C"	9,820,000				Engineering	3,718,500
					Eng. Consultants	<u>80,000</u>
	<u>\$16,589,600</u>		<u>\$4,725,200</u>	<u>\$3,015,700</u>		\$24,330,500

Index

Act 51	115,123,124	Design Division	70
Maintenance expenditure		Position-Salary Detail	75
in compliance with	103	District 6 (Fleet Maintenance)	27
Ali-Scout	xii,4	Position-Salary Detail	68
Allocation of Funds	19	District 7 (Sign Shop)	78
Appropriation by Object	20	Position-Salary Detail	83
Appropriation by Summary:		District 8 (Electrical)	78
Fringe Benefits	30	Position-Salary Detail	84
Operating by Object	22	District 9 (Bldgs and Grounds)	27
Salaries and Wages	29	Position-Salary Detail	69
Appropriation Transfer	iv,1	Drainage	
ATMS	xii,4,15	Build Michigan funding	15
Authorized Positions	iv,xi	Information Management	
history of	35	System	4,7
hourly	42	systems	4
salaried	40	strategies	6
total	42	Drainage Structure Information	
Autoscope	xii	Management System	4,7
Board of Road Commissioners	i	Dust Control Program	5,56
Awards, Employee	iv	Electrical Services	
Object Detail	43	see District 8	
Position-Salary Detail	44	Employee Benefits	30,34
Bridges	4	Engineering	ii,24,70,125
Budget Section	54	Capital Outlay	119
Budget Exhibits	iii	Construction and Testing	70,82,111
A-1 (Revenue by Source)	11	Design	70
A-2 (Sources of RIP Funding)	12	Object Detail	71
A-3 (Dept.Appr. by Object)	20	Position-Salary Detail	72-77
A-4 (Operating by Object)	22	Programming	70,83
A-5 (Salaries and Wages)	iii,29	Right of Way	70
A-6 (Fringe Benefits)	30	Subdivision Improvement	
A-7 (Authorized Positions)	iii,36	and Development	70
Budget Letter	xi	Traffic Safety	84,88
Budget Process	1	Expenditures	xii
Buildings and Grounds (District 9)	27,68	actual 1994	20,22-4
Modifications/Improvements	8	by activity, 10-year average	23
Position-Salary Detail	69	capital	xi
Build Michigan	xii,110	comparative summary	18
Allocation by Strategic		maintenance, in compliance	
Concern Category	15	with Act 51	109
Road Improvement Program	123	operating, by department	i
Calcium Chloride	30	Road Improvement Program	
Capital Budgeting	104	estimated for 1995	9,137
Capital Outlay	xii,104	summary of	24
detail of	109-113	Federal Revenue	14,124
history	114	Fees and Other Revenue	16
Central Operations	i,24,63	Finance	i,54,59
Buildings and Grounds	63,74	Accounting Section	54
Capital Outlay	117	Budget Section	54
Fleet Maintenance	63,73	Capital Outlay	117
Object Detail	64	Object Detail	55
Office of Director	71	Position-Salary Detail	56
Purchasing	63,72	Financial Picture	27
Citizen Services	ii,51	Fiscal Budget Process	1
Capital Outlay	117	Fleet Maintenance (District 6)	27,68
Object Detail	52	Position-Salary Detail	73
Position-Salary Detail	53	Fringe Benefits	30,104,105
Construction and Testing	70,124	appropriation summary	34
Position-Salary Detail	76	Fund Balance	xiii
Contingency, Road Commission	v,xii	estimated change in (SAD)	101
Cost Containment		change in Road Fund	33
evaluating strategies of	27	Glossary	xii
identifying strategies of	27	Goals and Objectives	2
year of continued	27	Gravel Roads	
Customer Needs	3	Build Michigan funding	15
strategies for meeting	4	condition of	3
Debt	xii,104,106	dust control on	29,56
summary explanation of	31	strategies for	4
summary of funded debt	32	Highway Maintenance	i,iv,25,88
Debt Service	32	Capital Outlay	121
Demonstration Grant	xii,29,124	expenditures in compliance	
		with Act 51	109
		Object Detail	89

Index

<p>Highway Maintenance(cont'd.)</p> <p style="padding-left: 20px;">Position - Salary Detail 90-97</p> <p style="padding-left: 40px;">District 1 91</p> <p style="padding-left: 40px;">District 2 92</p> <p style="padding-left: 40px;">District 3 93</p> <p style="padding-left: 40px;">District 4 94</p> <p style="padding-left: 40px;">District 4S 95</p> <p style="padding-left: 40px;">District 4T 96</p> <p style="padding-left: 40px;">District 5 97</p> <p style="padding-left: 40px;">Office of the Director 90</p> <p>Information Systems Services 48</p> <p>Inventory Control</p> <p style="padding-left: 20px;">see Purchasing</p> <p>Intermodal Surface Transportation</p> <p style="padding-left: 20px;">Efficiency Act of 1991 14</p> <p>IVHS vii,viii,xiii,4,14</p> <p style="padding-left: 20px;">Build Michigan funding 15</p> <p>IVHS Program Fund vii,15,102</p> <p>Legal i,57</p> <p style="padding-left: 20px;">Object Detail 58</p> <p style="padding-left: 20px;">Position-Salary Detail 59</p> <p>Letter of Transmittal ix</p> <p>Local Revenue 15</p> <p>Maintenance</p> <p style="padding-left: 20px;">See Highway Maintenance</p> <p>Managing Director i,45</p> <p style="padding-left: 20px;">Capital Outlay 109</p> <p style="padding-left: 20px;">Object -Detail 46</p> <p style="padding-left: 20px;">Position-Salary Detail 47</p> <p>Michigan Transportation</p> <p style="padding-left: 20px;">Fund (MTF) xiii,14,16,18,124</p> <p style="padding-left: 40px;">debt 35-6</p> <p style="padding-left: 40px;">ten-year history 17</p> <p>Mission Statement 2</p> <p>Non-Departmental i,iv,26,98</p> <p style="padding-left: 20px;">Object Detail 99</p> <p>Oakland County 17,18,56</p> <p>Operating Departments 27</p> <p>Operating Expenditures by Object 25</p> <p>Organization Structure 34</p> <p>Outlook for 1995 28</p> <p>Overview of 1995 Budget ix</p> <p>Paved Roads</p> <p style="padding-left: 20px;">Build Michigan funding 15</p> <p style="padding-left: 40px;">condition of 3</p> <p style="padding-left: 40px;">strategies 5</p> <p>Pavement Management System 3,6</p> <p>Permits and Environmental Concerns i,iv,85</p> <p style="padding-left: 20px;">Capital Outlay 120</p> <p style="padding-left: 20px;">Object Detail 86</p> <p style="padding-left: 20px;">Position-Salary Detail 87</p> <p>Personnel i,60</p> <p style="padding-left: 20px;">Capital Outlay 119</p> <p style="padding-left: 20px;">Object Detail 61</p> <p style="padding-left: 20px;">Position-Salary Detail 62</p> <p>Planning and Development i,48</p> <p style="padding-left: 20px;">Capital Outlay 119</p> <p style="padding-left: 20px;">Information System Services 48</p> <p style="padding-left: 20px;">Object Detail 49</p> <p style="padding-left: 20px;">Position-Salary Detail 50</p> <p style="padding-left: 20px;">Systems Planning 48</p> <p>Programming Division 70,124</p> <p style="padding-left: 20px;">Position-Salary Detail 77</p> <p>Public Hearing x,1</p> <p>Purchasing Division 27</p> <p style="padding-left: 20px;">Position-Salary Detail 67</p> <p>Resolution</p> <p style="padding-left: 20px;">Adoption of Budget i</p> <p style="padding-left: 20px;">Amendments to Public Hearing Budget iv</p> <p style="padding-left: 20px;">Amendment to IVHS Program Fund viii</p> <p style="padding-left: 20px;">IVHS Program Fund vii</p> <p style="padding-left: 20px;">Public Hearing x</p> <p style="padding-left: 20px;">SAD Fund vi</p>	<p>Retirement System 59</p> <p>Revenue i,vi,vii,xiii</p> <p style="padding-left: 20px;">and Expenditures 8</p> <p style="padding-left: 40px;">Build Michigan 9,14</p> <p style="padding-left: 40px;">by Source i,11,13</p> <p style="padding-left: 40px;">comparative summary 10</p> <p style="padding-left: 40px;">factors affecting 18</p> <p style="padding-left: 40px;">Federal 14,124</p> <p style="padding-left: 40px;">fees and other 16</p> <p style="padding-left: 40px;">local 15</p> <p style="padding-left: 40px;">state 15</p> <p style="padding-left: 40px;">summary of 14</p> <p style="padding-left: 40px;">ten-year history</p> <p style="padding-left: 60px;">Michigan Transportation Fund 19</p> <p style="padding-left: 60px;">all sources 13</p> <p>Review of Existing Resources</p> <p style="padding-left: 20px;">Physical Plant 6</p> <p style="padding-left: 20px;">Manpower 7</p> <p>Right-of-Way Division 70</p> <p style="padding-left: 20px;">Position-Salary Detail 73</p> <p>Risk Management 30,62,105</p> <p>Road Fund viii,33</p> <p>Road Equipment 27,35,68,110</p> <p style="padding-left: 20px;">Build Michigan funding 16</p> <p>Road Improvement Program ii,xiii,115</p> <p style="padding-left: 20px;">appropriation for 1995 ii</p> <p style="padding-left: 20px;">Build Michigan funding 16,123</p> <p style="padding-left: 20px;">estimated 1995 expenditures 137</p> <p style="padding-left: 20px;">Federal funding 115</p> <p style="padding-left: 20px;">Project Programming and Budgeting 115</p> <p style="padding-left: 20px;">Project Progress and Review 115</p> <p style="padding-left: 20px;">program for 1995 127</p> <p style="padding-left: 20px;">safety projects 28</p> <p style="padding-left: 20px;">state funding 115</p> <p style="padding-left: 20px;">statistical information 126</p> <p>SCATS xiv,4</p> <p>Seasonal Salaries iv,8,33</p> <p>Sign Shop</p> <p style="padding-left: 20px;">see District 7</p> <p>Special Assessment District (SAD) Fund vi,xiii,101</p> <p>State Maintenance Contract 12,59</p> <p>State Revenue 14,123</p> <p>Statement of Change in Fund Balance 33</p> <p>STP xiv</p> <p>Strategic Focus 2,5</p> <p>Strategic Planning</p> <p style="padding-left: 20px;">meetings with communities 3,18</p> <p>Strategic Planning Process 2,65</p> <p>Subdivision Improvement and Development Division 70</p> <p style="padding-left: 20px;">Position-Salary Detail 74</p> <p>Summary of Funded Debt 32,36</p> <p>Summary Table 1 (Rev./Exp.) ix,8</p> <p>Summary Table 2 (Sum. of Rev.) ix,10</p> <p>Summary Table 3 (Sum. of Exp.) ix,18</p> <p>Surface Transportation Program (STP) xv,124</p> <p>Traffic Engineering 78</p> <p style="padding-left: 20px;">Position-Salary Detail 81</p> <p>Traffic Management System 4,6</p> <p>Traffic Management Strategies 5</p> <p>Traffic Safety iv,25,78</p> <p style="padding-left: 20px;">Capital Outlay 120</p> <p style="padding-left: 20px;">Sign Shop (District 7) 78,89</p> <p style="padding-left: 20px;">Electrical (District 8) 78,90</p> <p style="padding-left: 20px;">Engineering 78,88</p> <p style="padding-left: 20px;">Object Detail 79</p> <p style="padding-left: 20px;">Office of Director 80</p> <p style="padding-left: 20px;">Position-Salary Detail 80-85</p> <p>Transportation Economic Development</p> <p style="padding-left: 20px;">Fund (TEDF) xvi,123</p> <p>Tri-Party Program ii,15,123</p> <p>Vehicle Fleet Status 104</p> <p>Vision Statement 2,5</p> <p>Winter Maintenance Transfer 8</p>
--	--