

# **Budget 2000-2001**

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

**As Adopted**



ROAD COMMISSION FOR OAKLAND COUNTY  
 31001 Lahser Road • Beverly Hills • Michigan • 48025

Phone (248) 645-2000

Fax (248) 645-0452

Web Site www.rcocweb.org

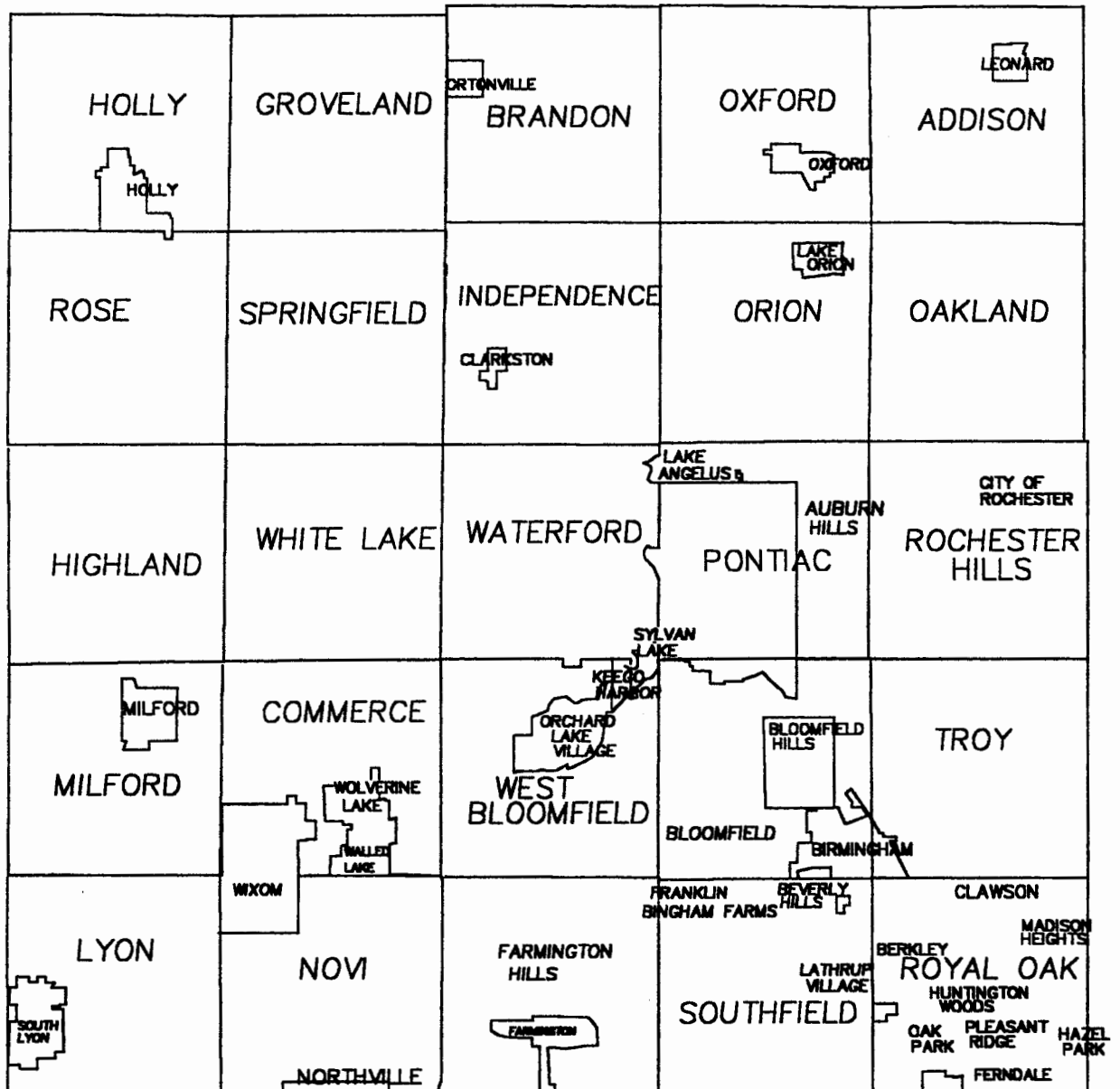
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Rudy D. Lozano  
 Chairman, Board of County Road Commissioners

Larry P. Crake  
 Vice-Chairman

Richard G. Skarritt  
 Commissioner

Brent O. Bair  
 Managing Director



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## 2000 BUDGET

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

SEP 28 2000

**WHEREAS**, the Managing Director has, pursuant to provisions of the Uniform Budgeting and Accounting Act, recommended a budget for Fiscal Year 2000-01 and;

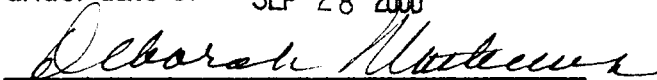
**WHEREAS**, a public hearing was held on said budget in compliance with said Act, and;

**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:

	<u>Revenue</u>	<u>Expenditures</u>	<u>Fund Balance</u>
<b>Budget as Presented at Public Hearing</b>	\$140,492,727	\$140,492,757	-0-
<b>Increase:</b>			
Road Commission Contingency		81,242	
<b>Decrease:</b>			
Salary & Wage Adjustments		(81,242)	
<b>2000 Budget Proposed for Adoption</b>	<b>\$140,492,727</b>	<b>\$140,492,727</b>	<b>-0-</b>

I hereby certify that the above is a true and correct copy of a resolution adopted by the Board of County Road Commissioners of the County of Oakland, State of Michigan under date of SEP 28 2000



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 SEP 28 2000**

**RESOLVED**, that the revenue of the Road Commission for Oakland County Road Fund for Fiscal year ending September 30, 2001 is estimated to be \$137,254,342 plus \$3,238,385 appropriation of fund balance. This amount is hereby budgeted and appropriated for fiscal year 2000/2001 in the amount of \$140,492,727 to service the Operating, Road Improvement Program, ITS/SEMSIN Program, and Traffic Signal Projects expenditures of the Road Commission for Oakland County and an appropriation to fund balance of \$2,602,350.

<u>Revenue</u>	<u>2000/2001 Fiscal Year Revenue Appropriation</u>
Fuel and Vehicle Taxes	\$59,474,000
Other Federal & State Revenue	53,738,162
Revenue from Local Government	11,027,180
Fees and Other Revenue	2,015,000
Proceeds from Long-Term Debt	<u>11,000,000</u>
<b>Total Revenue</b>	<b>\$137,254,342</b>
Appropriation from Fund Balance	<u>3,238,385</u>
<b>Total Revenue &amp; Appropriation from Fund Balance</b>	<b>\$140,492,727</b>

**FURTHER RESOLVED**, that \$140,492,727 of anticipated revenue is hereby appropriated for the following purposes:

<u>Operating Expenditures</u>	<u>2000/2001 Fiscal Year Expenditure Appropriation</u>
Board of Road Commissioners	\$129,695
Managing Director	735,799
Citizen Services	299,985
Finance	813,249
Legal	617,325
Central Operations	9,548,229
Human Resources	462,739
Engineering	5,377,183
Planning & Development	2,200,760
Traffic Safety	9,159,891
Permits & Environmental Concerns	1,054,794
Highway Maintenance	23,723,154
Non-Departmental	<u>15,864,456</u>
<b>Total Operating Expenditures</b>	<b>\$69,987,259</b>
Road Improvement Program	60,582,118
ITS/SEMSIM Program	4,179,000
Traffic Signal Projects	<u>3,142,000</u>
<b>Total Expenditures</b>	<b>\$137,890,377</b>
Appropriation to Fund Balance	<u>2,602,350</u>
<b>Total Expenditures &amp; Fund Balance</b>	<b>\$140,492,727</b>

The budget appropriation for the Road Improvement Program for fiscal year ending September 30, 2001 is as follows:

	<u>Budget</u>	<u>2000/2001</u> <u>Road Improvement</u>
<u>2000/2001 Road Improvement Program</u>	<u>Appropriation</u>	<u>Program</u>
Safety Road Widening	11,573,282	\$12,356,000
Safety Intersection Projects	639,741	765,000
Tri-Party Program	1,728,261	1,875,000
Spot Safety	343,860	400,000
Major Resurfacing with Safety (Restoration, Resurfacing, Restoration)	4,872,927	5,273,676
Bridges and Bridge Restoration	100,000	100,000
Contract Maintenance Bridge Management	170,000	170,000
Drainage Improvements	174,737	200,000
Paved Gravel	55,000	55,000
Other	<u>300,000</u>	<u>300,000</u>
<b>Subtotal</b>	<b>\$19,957,808</b>	<b>\$21,494,676</b>
<u>2000/01 Completion of 1999/00</u>		
<u>Projects in Progress</u>		
Safety Road Widening	\$25,867,234	\$29,028,000
Pave Gravel Roads	1,361,320	1,482,999
Bridges and Bridge Restoration	3,610,377	3,877,000
Tri-Party	1,774,554	1,875,000
Major Resurfacing with Safety (RRR)	3,940,567	4,532,001
Safety Intersections	2,820,919	3,205,800
Prior Year Contractor Payments	1,134,339	1,154,399
Other	<u>115,000</u>	<u>115,000</u>
<b>Subtotal</b>	<b>\$40,624,310</b>	<b>\$45,270,199</b>
<b>Total 2000/2001 Road Improvement Program</b>	<b>\$60,582,310</b>	<b>\$66,764,875</b>

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

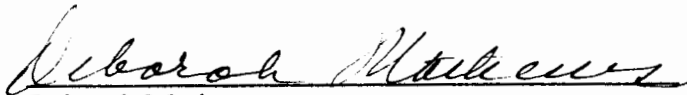
**FURTHER RESOLVED**, that Budget Exhibits A-1 through A-7 of the 2000-01 Budget document are hereby adopted. Transfer of appropriations from one object of expenditure to another, within a department, may be made upon the written authorization of the Managing Director; however, no transfers shall be 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 directors responsible for performance of their responsibilities within the amounts appropriated by the Board of County Road Commissioners.

I hereby certify that the above is a true and correct copy of a resolution adopted by the Board of County Road Commissioners of the County of Oakland, State of Michigan, under date of SEP 28 2000



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  
 SEP 28 2000  
 SPECIAL ASSESSMENT FUND

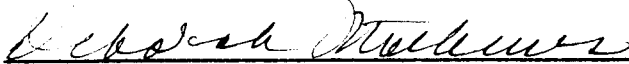
RESOLVED, that the total revenue for the Road Commission for Oakland County Special Assessment Fund for Fiscal Year ending September 30, 2000 is estimated to be \$2,625,000. This amount is hereby budgeted and appropriated to service the Special Assessment Fund expenditures of the Road Commission for Oakland County.

<u>Revenue</u>	<u>2000 Fiscal Year Revenue Appropriation</u>
Revenue from Special Assessment Rolls	\$2,200,000
Road Fund Contributions Net Underassessment	25,000
Interest on Assessment Rolls	300,000
Interest on Investments	<u>100,000</u>
<b>Total Revenue</b>	<b>\$2,625,000</b>

FURTHER RESOLVED, that the \$2,625,000 of anticipated revenue is hereby appropriated for the following purposes:

<u>Operating Expenditures</u>	<u>2000 Fiscal Year Expenditure Appropriation</u>
Contractor Payments	\$2,803,200
Engineering and Administration	541,700
Principal Payment on Debt	342,011
Interest on Debt	729,100
Refund of Overassessments to Participants (net)	50,000
Note Payment Fees and Issue Costs	<u>10,000</u>
<b>Total Expenditures</b>	<b>\$(1,851,011)</b>
Revenue Over/(Under) Expenditures	<u>3,339,244</u>
<b>TOTAL</b>	<b>\$1,488,233</b>

I hereby certify that the above is a true and correct copy of a resolution adopted by the Board of County Road Commissioners of the County of Oakland, State of Michigan, under date of SEP 28 2000

  
 \_\_\_\_\_  
 Deborah Mathews  
 Deputy-Secretary/Clerk of the Board

September 19, 2000



**THE HONORABLE BOARD OF ROAD COMMISSIONERS  
OAKLAND COUNTY, MICHIGAN**

Gentlemen:

Attached please find the proposed Road Commission for Oakland County Fiscal Year 2000 budget for your review and adoption.

A significant aspect of this proposed budget is the change in presentation from the prior-year budget format. As necessitated by the Road Commission's new computer system, this change principally concerns the grouping of certain activities. For example, the Intelligent Transportation System (ITS) program activity is no longer separately budgeted in its own fund. Instead, this activity is presented as a project within the Road Fund budget similar to the way the Road Improvement program (RIP) is budgeted. Additional significant examples of changes in this proposed budget are the inclusion of Consulting Services in the RIP and the separate presentation of Traffic Signal Projects. Where possible, the prior-year information has been restated in a manner consistent with the Fiscal Year 2000/01 presentation.

The proposed 2000 budget totals \$137.9 million, representing an increase of \$29.9 million over the combined \$108.1 million Road Fund and ITS/SEMSIN 1999/00 budget. The FY 2000/01 budget includes operating expenses of \$70 million. Additionally, the budget includes \$60.6 million for the Road Improvement Program (RIP), \$4.2 million for the ITS/SEMSIN program, and \$4.2 million for the Traffic Signal project group (contractor payments, right of way acquisition, and professional services only). The budget for the Special Assessment District program is \$3.3 million.

As is the case every year, the largest share of the revenue in the proposed FY 2000/01 budget (\$59 million) comes from the state-collected fuel tax and vehicle registration fees. The next largest portion (\$53.7 million) comes from federal sources and other state sources, including the funds RCOC receives from the state for maintaining the state trunk lines and revenue generated by the RIP. Revenue from local governments adds \$11 million to the budget, while fees and other revenue such as interest earned and permit fees, accounts for \$2 million. We also intend to issue \$11 million of Michigan Transportation Fund revenue notes, the proceeds to be used for several RIP projects.

31001 Lahser Road  
Beverly Hills, MI  
48025

248-645-2000

FAX  
248-645-1349

TDD  
248-645-9923

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

**THE HONORABLE BOARD OF ROAD COMMISSIONERS  
OAKLAND COUNTY, MICHIGAN**

**Page 2**

The selection of expenditures identified in the FY 200001 budget were guided by the following points:

- Maintenance, and improvement where possible, of the level of service provided to the residents and motorists using county roads in Oakland County. This includes ensuring an acceptable level of truck fleet readiness.
- Maximization of all available federal and state funds through aggressively matching with other agencies and developers.
- Continued aggressive efforts to contain costs, especially in the areas of health care, risk management and privatization, where appropriate.

This budget allows RCOC to provide current levels of services in the most effective manner.

Summary Table 3 (page 24) shows recommended departmental appropriations compared with 1999 expenditures. In addition, some highlights of the proposed expenditures include:

- \$41.4 million on 26.3 miles of safety road widenings
- \$9.8 million on 33.1 miles of major resurfacing
- \$4.0 million on five bridge repair or replace projects
- \$4.0 million on intersection safety improvements at 11 locations
- \$2.0 million on approximately 35 miles of preservation overlay projects

It is interesting to note that this budget proposes 548 RCOC staff positions, the same number authorized in 1974.

Respectfully submitted,



Brent O. Bair  
Managing Director

COPY OF RESOLUTION ADOPTED BY THE  
BOARD OF COUNTY ROAD COMMISSIONERS  
FOR OAKLAND COUNTY, MICHIGAN  
UNDER DATE OF JUL 13 2000

**WHEREAS**, PA 1963, 2<sup>nd</sup> EX. SESS. No. 43, as amended, MCL 141,411 et seq, requires a Public Hearing on the proposed Road Commission Budget; and

**WHEREAS**, the Managing Director has prepared a proposed 2000-2001 Budget and proposed 2000-2001 Primary and Local Road Improvement Program for the Fiscal Year ending September 30, 2001.

**NOW, THEREFORE BE IT RESOLVED**, that the Road Commissioners hereby give notice of a Public Hearing to be held at 7:30 p.m. on Thursday, August 24, 2000, 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 2000-2001 Budget and proposed 2000-2001 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 13 2000



Deborah Mathews  
Deputy-Secretary/Clerk of the Board



InterDepartmental Memorandum

MANAGING DIRECTOR'S OFFICE

DATE: October 2, 2000

To: Department Directors  
FROM: Brent O. Bair, Managing Director  
SUBJECT: **2000-01 BUDGET LETTER**

---

Enclosed are forms for departmental budget requests for FY2000-01. Dates have been established for completion and must be met so that the recommended budget for the next fiscal year, beginning October 1, 2000, can be presented to the Board of Road Commissioners on August 24, 2000.

Please note the following in preparing your submissions:

1. 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.
2. 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.
3. The department directors cover letter for the budget submission must indicate any expenditures that were not included in the financial plan. Again, the test will be whether the departmental request was contained in FP2000.
4. Directors should spell out cost-saving measures to be taken by their departments in FY2000-01.
5. The cover letter should also provide the directors proposed new computer applications anticipated in the department during FY2000-01. This should include new advantages and capabilities to the department resulting from new J. D. Edwards and other software. Any anticipated cost or employee timesaving should be identified.

The above should be used as a checklist during the preparation of your FY2000-01 Budget submission. Make sure your cover memo addresses all the items identified.

Once again, no new revenue sources should be anticipated during FY2000-01.

c: Gerald Holmberg  
/lb  
Enclosures

A handwritten signature in black ink, appearing to read "Brent O. Bair".

# Glossary

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<b>Appropriation:</b>	Authorization made by the Board of Road Commissioners permitting the Road Commission to incur obligations and make expenditures.
<b>Asset:</b>	Property owned which has monetary value.
<b>ATMS:</b>	Advanced Traffic Management Systems. See ITS.
<b>Autoscope:</b>	Video-vision technology that utilizes intersection-placed television cameras to "count" and evaluate speed for all vehicles entering the influence zone of an intersection for signal timing.
<b>AVL</b>	Automatic Vehicle Location
<b>Basis of Accounting</b>	The Road Commission for Oakland County's annual operating budget is prepared in conformity with generally accepted accounting principles (GAAP) and is on the modified accrual basis of accounting. Revenue is recognized in the accounting period when it becomes available and measurable.
<b>Budget:</b>	A financial plan for a specific period of time (fiscal year). The Road Commission's fiscal budget covers the period of October 1 through September 30.
<b>Budget Adjustment:</b>	A procedure by the Board of Road Commissioners or Managing Director to amend budget appropriations. Also called appropriation transfer.
<b>Build Michigan:</b>	Funding appropriated by the Michigan legislature in response to growing shortfalls in transportation funding. This revenue augmented existing spending for pavement rehabilitation, gravel road maintenance, drainage improvement projects and capital purchases.
<b>Capital Assets:</b>	Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
<b>Capital Outlay:</b>	Expenditures that result in the replacement of or addition to fixed assets.
<b>CMAQ:</b>	Congestion Mitigation Air Quality. Funding distributed based on a statewide rating system.

# Glossary

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<b>Contingency Account:</b>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
<b>Critical Bridge:</b>	Federal funding for bridge replacement. The state supplements the fund and prioritizes the projects.
<b>Debt Service:</b>	Payment of interest and repayment of principal to holders of government's debt instruments.
<b>Demo:</b>	Federally sponsored grants for transportation demonstration projects originating from Congress and the U.S. Department of Transportation.
<b>Expenditures:</b>	The outflow of funds paying for assets, goods, services, and costs related to the Road Improvement Program.
<b>Fiscal Year:</b>	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.
<b>Fund:</b>	An accounting entity that has a set of self-balancing accounts and records of 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 ITS fund; debt service fund; and trust and agency funds, which include the pension trust fund.
<b>Fund Balance:</b>	Fund balance is the excess of assets over liabilities and reserves.
<b>GRIP:</b>	Gravel Road Improvement Program.
<b>ITS:</b>	Intelligent Transportation Systems. An integrated traffic guidance/information system using such components as SCATS and Auto Scope. <sup>TM</sup>
<b>Line Item Budget:</b>	A budget that lists each expenditure category (salaries, contracted services, materials, supplies and parts, capital outlay, fixed charges and other expenses) separately along with the dollar amount budgeted for each specific category.
<b>Maturities:</b>	The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

# Glossary

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- MTF:** Michigan Transportation Fund. State-collected motor fuel and vehicle taxes. Primary source of 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, and purchases 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.
- SEMSIM:** Southeastern Michigan Snow and Ice Management
- SCATS:** Sydney Coordinated Adaptive Traffic Systems. See section on Traffic Safety under "Department."
- SMART** Suburban Mobility Authority for Regional Transportation
- 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 Program. 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.
- TEA-21:** Transportation Equity Act for the 21<sup>st</sup> Century



**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 trunk line system, or the construction of a state trunk line 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).

**TIMS:** Transportation Information Management Systems.

# Goals and Objectives



# The Budget Process

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**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 March, a budget message is sent to all departments by the Managing Director setting guidelines for the following year's budget.

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

**Public Hearing** The Uniform Budgeting and Accounting Act requires the holding of an annual public hearing on the proposed Road Commission budget and Road Improvement Program for the following fiscal year (page viii 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 ii, iii, and iv of this document).

**Method** This budget uses the modified accrual basis of accounting (see Glossary for further explanation).

# Goals and Objectives

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

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

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

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

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

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

The vision and the mission statements provide 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

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## **CUSTOMER NEEDS**

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

To identify the transportation needs of the local communities, the Road Commission biennially holds strategic planning meetings with community officials. These meetings provide an effective forum for expressing road improvement needs, currently estimated to be \$1.6 billion on county roads over the next ten years. Community officials' requests are then analyzed and prioritized into four distinct areas of concern:

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

Many communities served primarily by gravel roads 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.

RCOC maintains 811 miles of gravel roads, one of the largest gravel road systems in the state of Michigan. Many of these gravel roads are in developing areas of the county, where traffic volumes exceed those normally associated with gravel roads. This budget includes \$768,000 for RCOC materials and an additional \$445,000 allocated for outside contractors to spread new gravel and slag.

Included in this Budget is the continuation of the Gravel Road Improvement Program (GRIP) for fiscal 2000/01. This is a cooperative program with the communities, featuring the RCOC spreading of gravel purchased by the local community.

Some gravel road paving is anticipated during fiscal 2000/01. Any additional gravel road paving in fiscal 2000/01 will continue to be at the initiative of local communities, or developers, who often pay to have roads paved.

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

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

# Needs and Strategies

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## **Improved Safety, Capacity & Condition Of Paved Roads (continued)**

The Pavement Management System (PMS) 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.

The computerized database within the PMS remains the primary tool used to rate pavement conditions on county roads. This system quantitatively identifies the condition of county road pavements, prioritizes road segments requiring repaving, and provides statistical data for budgetary purposes.

Data describing pavement and road base conditions is entered into the system, and a present status summary is prepared. The summary indicates which road segments on the paved system are in the best and worst condition based on the Pavement Quality Index (PQI) measure assigned to each segment by the PMS. The road projects selected utilizing our PMS are based on "fixing the worst roads first." This 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.

The Highway Maintenance or Engineering Department will address various pavement conditions. Even though the proposed programs do not address all the needs as shown in the Pavement Management System, they represent a systematic attempt to improve the entire paved network by applying the appropriate remedies or repairs based on the pavement condition.

The 2000-01 Road Improvement Program contains monies for improvement of paved roads, mainly for capacity and safety improvements, with some funding earmarked for improvement of paved road conditions. The Highway Maintenance Department budget includes \$2.8 million to address pavement preservation and curb repair.

# Needs and Strategies

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

The Oakland County committee responsible for setting priorities for obligating federal funding has realized the need to restore aging pavements countywide, and has approved more pavement preservation projects in recent years.

## **Improved Traffic Management System**

In many locations, innovative traffic management systems can provide a desirable alternative to traditional capacity improvements. ITS can and is being used in a variety of locations. Improved traffic management can provide added road capacity without major community disruption and relocation. New technologies, such as ITS (Intelligent Transportation Systems), now being implemented, promise even greater safety and efficiency.

It is also anticipated that the FAST-TRAC project will continue to be expanded into other areas of the county in the coming year since it is an important tool in improving mobility.

The FAST-TRAC project includes deployment of the Sydney Coordinated Adaptive Traffic System (SCATS) with Autoscope video image processing for traffic detection. During fiscal 2000-01, approximately 440 intersections will be on line and sending data back to the Traffic Operations Center.

The focus of the FAST-TRAC project in this fiscal year will be on developing a robust, comprehensive Transportation Information Management System (TIMS) for collecting, verifying and disseminating traffic and road incidents data. As part of this effort, the Road Commission will be integrating with road/weather information systems, changeable message signs and SMART (the suburban bus system).

# Needs and Strategies

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## **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 also can pose a safety hazard.

The Fiscal Year 2000-01 Road Improvement Program includes \$200,000 for drainage improvements and \$270,000 for bridges and bridge maintenance. 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 areas of concern expressed by community officials. These concerns cross-departmental boundaries, requiring a more comprehensive team approach to solving problems at the Road Commission. It is intended that 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 on the next page by area of concern:



# Needs and Strategies

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## **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.
- E. Identify demonstration project possibilities utilizing different materials and designs.
- F. Reexamine the engineering requirements for paving projects.
- G. Monitor the development of the gravel road information system, similar to the pavement management system 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.

# Needs and Strategies

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## **Paved Road Strategies (continued)**

- 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 officials 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 Systems (ATMS) and continue to expand countywide as funding becomes available.
- H. Continue to evaluate new technologies for Advanced Traffic Management Systems (ATMS).

## **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:

# Needs and Strategies

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## **Drainage System Strategies (continued)**

- 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 countywide roadway drainage plan.

## **Summary**

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

## **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, Affirmative Action, Employee Assistance, a Position Classification Study, Leadership Training, an agency-wide annual Physical/Wellness Program, and department-level strategic planning involving employees at all levels within the organization.

# Needs and Strategies

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## **STRATEGIES TO IMPROVE THE WORK ENVIRONMENT (continued)**

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

## **REVIEW OF EXISTING RESOURCES**

### **Revenue**

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

### **Physical Plant**

There will be no change in the number of buildings owned and maintained by RCOC.

Major modifications and improvements:

Replace Roof District 2 Garage & Cold Storage Building  
Paint Exterior of Building District 4S

### **Employees**

A total of 548 full-time positions are authorized in the Fiscal Year 2000-01 Budget (this is the same number of employees that the RCOC had in 1974). Budget Exhibit A-7, beginning on page 46, details authorized positions by department.

Seasonal salaries total \$ 274,260 and are shown by department in Budget Exhibit A-5 (page 39). The enhancement of the work force 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 work force, the Road Commission transfers personnel during the winter months to areas where their talents can be better utilized. For example,

# Needs and Strategies

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## **Employees (continued)**

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 Detail pages.

## **Vehicle Fleet**

Major equipment purchases, coupled with aggressive preventive maintenance and improved equipment specification procedures have resulted in a significant improvement in fleet readiness in recent years. This effort has been augmented by the availability of Build Michigan funds.

RCOC's aggressive management of fleet age is an essential element of maintaining a high degree of fleet readiness, especially for winter maintenance operations. Each major vehicle type has been assigned a standard, based on age, to determine total needs. While this Budget recognizes the need for vehicle fleet improvement and management, there are limited funds available for this task. As a consequence, planned fleet acquisitions address only selective vehicle needs. Within that strategy, fleet acquisitions are made on a priority basis based on the age and condition of trucks that should be removed from active fleet service.

# Summary Table 1

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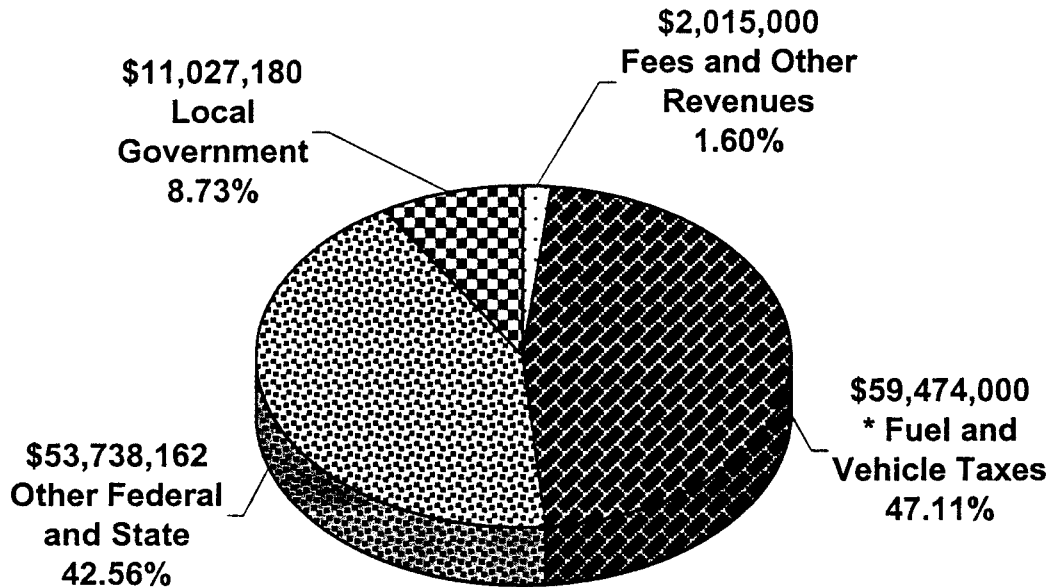
## REVENUES AND EXPENDITURES

Fiscal Year Ending 9/30/01

<b>Revenues</b>	<b>\$137,254,342</b>
<b>Appropriation from Fund Balance</b>	<b>3,238,385</b>
<b>Total Revenues &amp; Appropriation from Fund Balance</b>	<b>\$140,492,727</b>
<b>Expenditures</b>	
Operating Expenditures	\$69,987,259
Road Improvement Program	60,582,118
ITS/SEMSIM Program	4,179,000
Traffic Signal Projects	3,142,000
<b>Total Expenditures</b>	<b>\$137,890,377</b>
<b>Appropriation to Fund Balance</b>	<b>2,602,350</b>
<b>Total Expenditures and Appropriation to Fund Balance</b>	<b>\$140,492,727</b>

# Road Commission for Oakland County Revenue by Source

2000-01



\* Includes Build Michigan: \$2,020,000

Figure 1

## Summary Table 2

### COMPARATIVE SUMMARY OF REVENUE

	<b>1999 Actual Fiscal Year <u>Ended</u> <u>9/30/99</u></b>	<b>1999/2000 Budget as Adopted <u>9/23/99</u></b>	<b>1999/2000 <u>Estimate</u></b>	<b>2000/2001 Budget Fiscal Year <u>Ending</u> <u>9/30/00</u></b>
Fuel and Vehicle Taxes	\$57,470,949	\$58,520,000	\$58,520,000	\$59,474,000
Other Federal & State Revenue	16,242,766	34,645,329	42,436,150	53,738,162
Revenue from Local Government	6,791,640	8,657,700	11,360,800	11,027,180
Fees and Other Revenue	3,193,427	2,522,000	1,927,000	2,015,000
Proceeds from Long-Term Debt	2,414,762			11,000,000
<b>Total Revenue</b>	<b>\$86,113,544</b>	<b>\$104,345,029</b>	<b>\$114,243,950</b>	<b>\$137,254,342</b>
Revenue Over (Under) Expenditure	\$6,651,108	\$1,500,000	(\$14,566,883)	\$636,035
<b>Total Expenditures</b>	<b>\$79,462,436</b>	<b>\$102,845,029</b>	<b>\$128,810,833</b>	<b>\$137,890,377</b>



# Budget Exhibit A-1

## 2000/2001 BUDGETED REVENUE BY SOURCE

<u>Revenue Source</u>		<u>2000/2001 Budget</u>
<b>Fuel and Vehicle Taxes</b>		
Engineering	\$10,000	
Primary Roads	40,773,750	
Local Roads	7,467,720	
Urban Primary Roads	6,893,280	
Urban Local Roads	2,309,250	
Build Michigan	<u>2,020,000</u>	
<b>Total Fuel and Vehicle Taxes</b>		<b>\$59,474,000</b>
<b>Federal &amp; State Revenue</b>		
State Maintenance Contracts	\$9,456,000	
State Non-Maintenance Contracts	200,000	
Federal Aid-- Road Improvement Program	27,068,442	
Federal Aid -- CMAQ (Signals)	3,628,000	
State Category "C" Funds-RIP	9,794,720	
Federal Aid-ITS/SEMSIM Program	<u>3,591,000</u>	
<b>Total Federal and State Revenue</b>		<b>\$53,738,162</b>
<b>Revenue from Local Government</b>		
Contributions from Townships	\$2,331,430	
Contributions from Cities	3,712,750	
County Contributions	2,160,000	
Other Contributions including work orders	900,000	
Traffic Signal Maintenance	1,070,000	
S.A.D. Engineering & Administration	500,000	
Municipal Agencies-ITS/SEMSIM Program	<u>353,000</u>	
<b>Total Revenue from Local Government</b>		<b>\$11,027,180</b>
<b>Fees and Other Revenue</b>		
Interest Earned	500,000	
Sundry Revenue	10,000	
Sale of Maps & Plans	15,000	
Permit Fees	438,000	
Inspection Charges	550,000	
Calcium Chloride Revenue	450,000	
Purchase Discount	2,000	
Proceeds from Disposal of Equipment	<u>50,000</u>	
<b>Total Fees and Other Revenue</b>		<b>\$2,015,000</b>
<b>Proceeds from Long-Term Debt</b>		<b>\$11,000,000</b>
<b>Total Revenues</b>		<b>\$137,254,342</b>
<b>Appropriation from Fund Balance</b>		<b>\$3,238,385</b>
<b>Total Revenues and Appropriation from Fund Balance</b>		<b>\$140,492,727</b>

# Budget Exhibit A-2

## 2000/01 ROAD IMPROVEMENT PROGRAM

### SOURCES OF FUNDING

<u>Description</u>	<u>Federal &amp; and State "C" Funds</u>	<u>City Share</u>	<u>Township Share</u>	<u>County Share</u>	<u>RCOC Share</u>	<u>Totals</u>
Safety Widening	\$6,280,800	\$985,600	\$500,000	\$0	\$4,589,600	\$12,356,000
Safety Intersections	0	0	0	0	765,000	\$765,000
Spot Safety	0	0	0	275,000	125,000	\$400,000
Major Resurfacing with Safety (RRR)	426,941	0	0	0	4,846,735	\$5,273,676
Bridges & Bridge Restoration	0	25,000	25,000	0	50,000	\$100,000
Contract Maintenance Bridge Mgmt.	0	10,000	0	0	160,000	\$170,000
Drainage Improvements	0	100,000	0	0	100,000	\$200,000
Paved Gravel	0	0	27,500	0	27,500	\$55,000
Tri-Party	0	625,000	0	625,000	625,000	\$1,875,000
Other	0	0	0	0	300,000	\$300,000
<b>Subtotal:</b>	<b>\$6,707,741</b>	<b>\$1,745,600</b>	<b>\$552,500</b>	<b>\$900,000</b>	<b>\$11,588,835</b>	<b>\$21,494,676</b>

#### 2000/01 Completion of 1999/00 Projects in Progress:

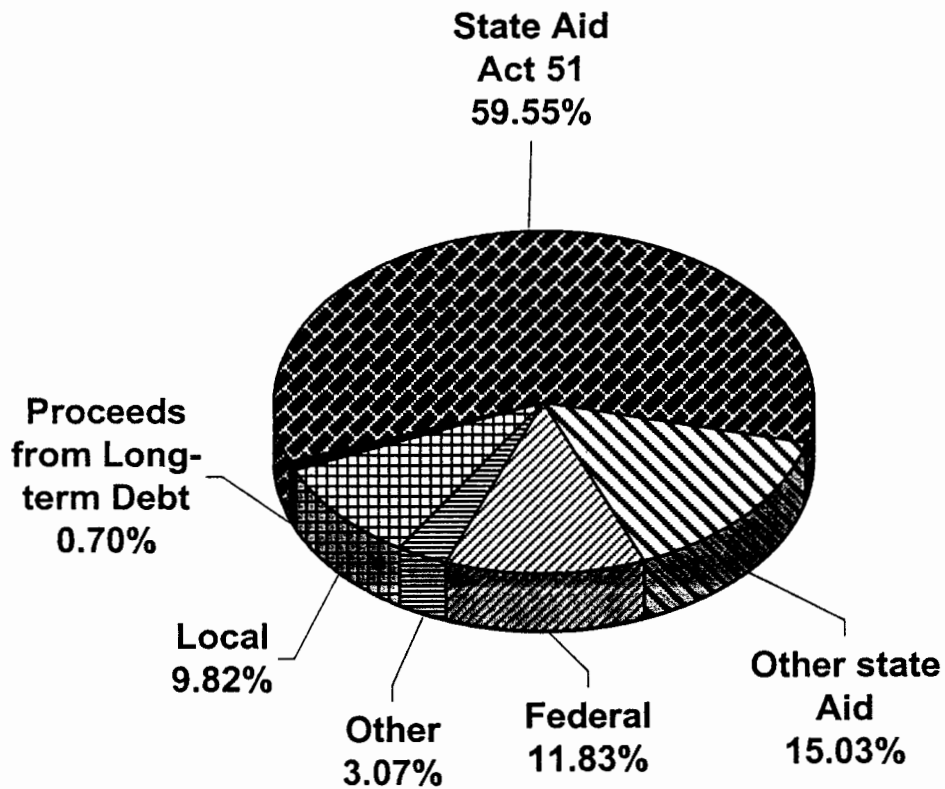
Safety Widening	\$24,556,200	\$1,856,700	\$1,000,640	\$635,000	\$8,832,261	\$36,880,801
Tri-Party	0	0	625,000	625,000	625,000	\$1,875,000
Prior Years Contractor Payments	923,519	80,000	35,440	0	115,440	\$1,154,399
Bridges	3,489,300	0	0	0	387,700	\$3,877,000
Paved Gravel	1,186,399	30,450	117,850	0	148,300	\$1,482,999
<b>Subtotal:</b>	<b>\$30,155,418</b>	<b>\$1,967,150</b>	<b>\$1,778,930</b>	<b>\$1,260,000</b>	<b>\$10,108,701</b>	<b>\$45,270,199</b>
<b>Total 2000/01 RIP:</b>	<b>\$36,863,159</b>	<b>\$3,712,750</b>	<b>\$2,331,430</b>	<b>\$2,160,000</b>	<b>\$21,697,536</b>	<b>\$66,764,875</b>

Special Assessment District Projects: 3,312,800  
 Intelligent Transportation System Projects (ITS) 4,179,000

**GRAND TOTAL: \$74,256,675**

# Road Commission for Oakland County Revenue Sources

1990 - 1999



Does not include ITS and SAD Funds

Figure 2

# Summary of Revenues

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The 2000-01 Budget reflects an increase in Michigan Transportation Fund revenues resulting from a gas tax and registration fee increase in August 1997. The state gas tax was increased by four cents per gallon. One cent of this increase goes directly to MDOT and is to be dedicated to the state's bridge program. RCOC's annual share of the remaining three cents is estimated to be \$5.6 million. All of the new revenues are committed to the road system by allocating \$2.6 million to asphalt repairs and \$3 million to the 3R projects and preservation overlays.

The Michigan law, which defines the Act 51 funding formula for state, county, and local road agencies, was extended beyond the sunset date of September 30, 2000.

**Federal Revenue** Certain Oakland County road projects are designated by the federal government as being eligible for construction assistance. Federal revenue remains an indispensable contribution to the Road Commission. The Transportation Equity Act for the 21<sup>st</sup> century (TEA-21) is the national bill that provides road funding for certain road projects. In FY2000-01, approximately \$27 million in federal funds are expected to be used to fund road projects in Oakland County. These funds will help mitigate congestion, provide safety widening, and fund critical bridge work. Additionally, Oakland County will use approximately \$1 million of federal High Priority funds secured through the efforts of Congressman Dale Kildee. These funds are part of a six-year program for improvements in the Walton Boulevard Corridor.

RCOC is benefiting from \$10.5 million in federal High Priority Project funds due to the efforts of Congressman Kildee in passing TEA-21 in 1998. The High Priority projects are:

- Walton Boulevard, Dixie Highway to Sashabaw – Work Complete
- Telegraph Road, Dixie Highway to Walton Boulevard (project to be administered by City of Pontiac)
- Baldwin from St. Mary's to I-75 – Work complete
- Joslyn at I-75 – Work complete
- Walton Boulevard from Opdyke to Squirrel

# Summary of Revenues

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## **Federal Revenue (continued)**

RCOC anticipates continued federal funding for the Traffic Operations Center (TOC) as part of our Intelligent Transportation Systems (ITS) program with either STP funds (as described) or Congestion Mitigation/Air Quality (CMAQ) funds. While TOC funding levels will decline somewhat in 2000-01, federal funds will continue through the life of TEA-21.

## **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 a collected vehicle tax, among other things.

Figure 3 on page 23 represents a history of MTF revenue, current year's amended budget, and projected revenue.

## **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 agencies to supplement their existing road improvement program, projects, and capital outlay budgets.

The Build Michigan program was intended to be a temporary solution to road funding. In the first five years, revenues from the Build Michigan fund were used for significantly higher expenditures for capital equipment purchases, pavement rehabilitation, gravel road maintenance, ITS federal matching funds, capital outlay, concrete repair, pavement legend, recessed markers, drainage, and an increase to the chloride program. In 2000-01, it is projected that the Build Michigan program will generate revenues for the Road Commission for Oakland County totaling \$2,020,000.

# Summary of Revenues

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## Build Michigan (continued)

The following are actual revenue collections and projections of the Build Michigan funds:

1993	\$3,750,000	Actual
1994	\$4,770,000	Actual
1995	\$4,775,000	Actual
1996	\$2,315,045	Actual
1997	\$2,110,155	Actual
1998	\$2,112,300	Actual
1999	\$2,131,385	Actual
2000	\$2,020,000	Budget
2001	\$2,020,000	Budget

As noted above, the Build Michigan program has been a major source of revenue for RCOC fleet modernization and service improvement strategies.

The state "C" category, Transportation Economic Development Fund (TEDF), will continue to be a major source of revenue for road improvement projects. Revenues from these funds are projected to be substantially increased in fiscal year 2000-01.

Another element of state funding, the contract to maintain state trunklines is expected to remain stable. This contract is projected to yield \$9,420,000, and will continue to represent a significant share of the Road Commission's revenue source.

## Local Revenue

Local governments are another important source of revenue to RCOC. The local communities (cities, villages, and townships) will generate approximately \$6,044,180 of revenues for road improvement projects in fiscal year 2000-01. These projects often achieve more significant improvements than could have been undertaken by either party alone.

Cities and villages also rely on the fuel user fee and have experienced 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.

Oakland County contributes \$1,250,000 annually toward the Tri-party Program. This program is a one-third matching program consisting of the county contribution, supplemented by equal amounts from the Road Commission and the local community.

# Summary of Revenues

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## **Local Revenue (continued)**

Many important road improvements are made using funds from the Tri-party Program. The success of this program can be attributed to the active fiscal participation of the Road Commission, local communities and Oakland County general government. This funding source is comprised of \$1,250,000 investment from each of the three sources, for a total of \$3,750,000.

## **Fees and Other Revenue**

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

- Revenue for ITS services performed
- The Subdivision Improvement and Development Division, responsible for administering special assessment district and subdivision improvement projects
- The Permits division, securing fees for drive/approach permits, engineering inspections, overweight and oversized vehicles
- Contract highway maintenance for the Michigan Department of Transportation
- Engineering professional services rendered to local governmental units
- Chloride materials extracted from the RCOC brine wells
- Work order revenue from local units of government
- Revenue generated from interest realized on investments

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

The continued erosion of the purchasing power of the MTF revenue due to the increased costs to provide road improvements and maintenance is a major fiscal concern to all local road agencies. Research shows that Oakland County remains a "donor county," contributing more to the MTF than it receives back. Efforts to increase the state diesel tax, as well as efforts to improve on the county's donor status, are ongoing.

# Summary of Revenues

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

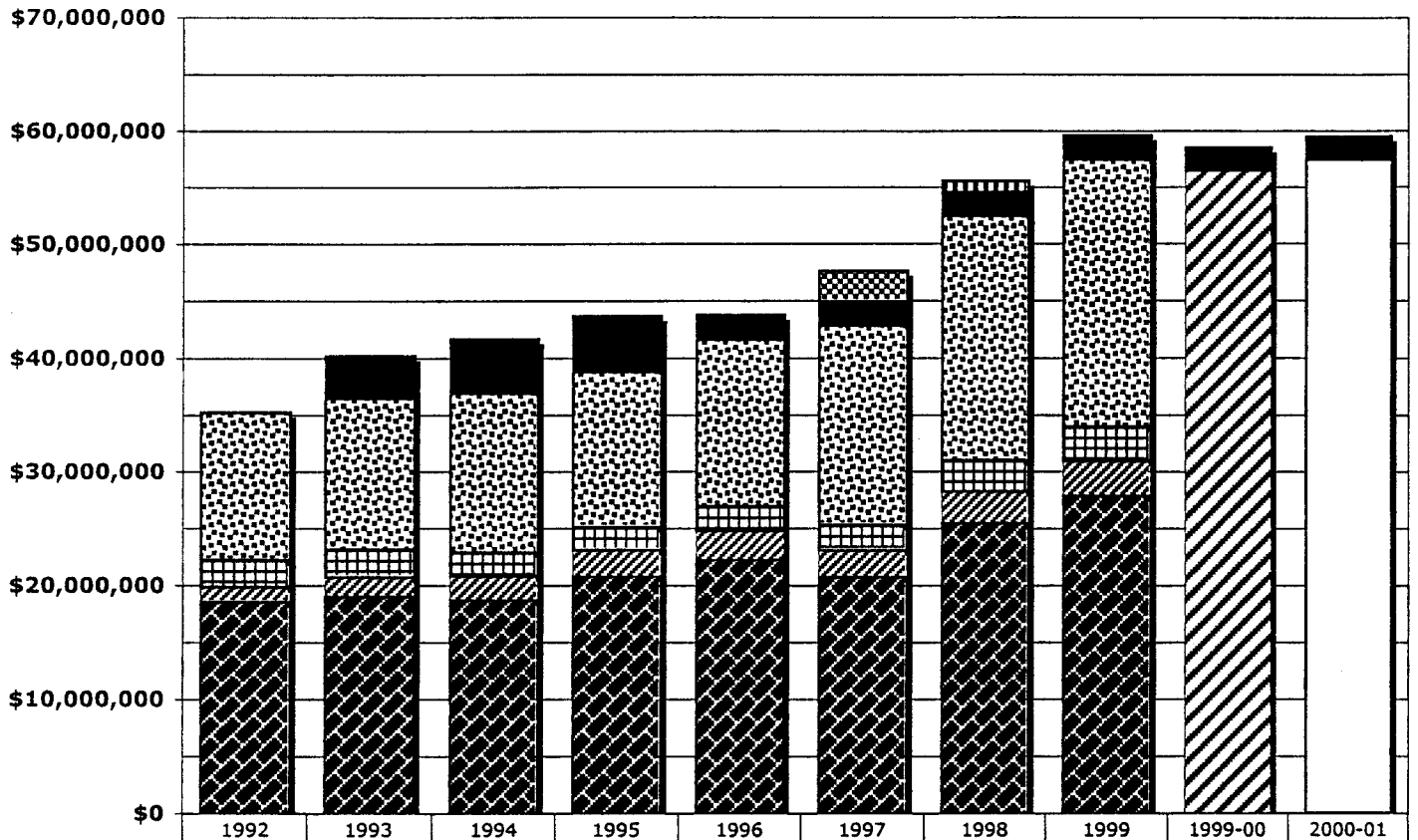
The Road Commission's MTF allocation is determined by a formula reflecting Oakland County's road mileage by road type, population characteristics, and vehicle registrations.

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 road improvements, as determined by the communities during the 1998-1999 Strategic Planning meetings, totals over \$1.5 billion 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 1992 - 2001



	1992	1993	1994	1995	1996	1997	1998	1999	1999-00	2000-01
CTF *							977,434			
MBSF **						2,674,437				
Build Michigan		3,702,402	4,742,710	4,877,020	2,135,045	2,110,155	2,112,300	2,131,385	2,020,000	2,020,000
Budget 2000-01										57,454,000
Amended 1999-00									56,500,000	
Vehicle Tax	12,986,930	13,325,140	14,017,440	13,677,770	14,670,400	17,517,880	21,463,510	23,505,620		
Other	2,392,977	2,445,985	2,087,443	2,012,962	2,159,982	2,246,878	2,758,896	3,017,225		
Diesel Tax	1,311,027	1,715,840	2,082,453	2,311,781	2,480,441	2,313,506	2,804,425	3,074,695		
Gas Tax	18,551,740	19,020,270	18,737,800	20,800,120	22,307,330	20,764,440	25,451,180	27,873,410		

Gas Tax	Diesel Tax	Other
Vehicle Tax	Amended 1999-00	Budget 2000-01
Build Michigan	MBSF **	CTF *

1992-1999: Actual; 1999-00: Amended Budget; 2000-01: Budget

\* Comprehensive Transportation Fund

\*\* Michigan Budget Stabilization Fund

Figure 3

## Summary Table 3

### COMPARATIVE SUMMARY OF EXPENDITURES

<u>DEPARTMENT</u>	<u>1999 Actual</u>	<u>1999/2000 Budget</u>	<u>1999/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Board of Road Commissioners</b>	\$119,642	\$125,453	\$125,453	\$129,695
<b>Managing Director</b>	650,625	715,551	1,090,751	735,799
<b>Citizen Services</b>	269,337	282,891	295,991	299,985
<b>Finance</b>	786,598	756,219	831,419	813,249
<b>Legal</b>	588,486	568,293	589,024	617,325
<b>Central Operations</b>	7,698,372	8,976,181	9,827,997	9,548,229
<b>Human Resources</b>	477,210	450,618	496,618	462,739
<b>Engineering</b>	4,459,063	6,965,929	4,908,355	5,377,183
<b>Planning &amp; Development</b>	1,756,586	1,891,502	2,814,487	2,200,760
<b>Traffic Safety</b>	8,755,423	9,651,284	10,143,473	9,159,891
<b>Permits &amp; Environmental Conce</b>	935,080	998,828	1,068,208	1,054,794
<b>Highway Maintenance</b>	24,425,680	23,073,363	28,771,649	23,723,154
<b>Non-Departmental</b>	13,743,098	16,650,917	16,197,108	15,864,456
<b>Total Operating</b>	<b>\$64,665,200</b>	<b>\$71,107,029</b>	<b>\$77,160,533</b>	<b>\$69,987,259</b>
<b>Road Improvement Program (Contractor Payments &amp; ROW)</b>	14,797,238	31,738,000	44,165,300	60,582,118
<b>ITS/SEMSIM Program (Contractor Payments &amp; ROW)</b>	0	0	6,591,000	4,179,000
<b>Traffic Signal Projects (Professional Services &amp; Electrical Materials)</b>	0	0	921,000	3,142,000
<b>TOTAL EXPENDITURES</b>	<b>\$79,462,438</b>	<b>\$102,845,029</b>	<b>\$128,810,833</b>	<b>\$137,890,377</b>
Appropriation to Fund Balance	0	0	0	2,602,350
<b>Total Expenditures and Appropriation to Fund Balance</b>	<b>\$79,462,438</b>	<b>\$102,845,029</b>	<b>\$128,810,833</b>	<b>\$140,492,727</b>

# Road Commission for Oakland County Allocation of Funds 2000-01

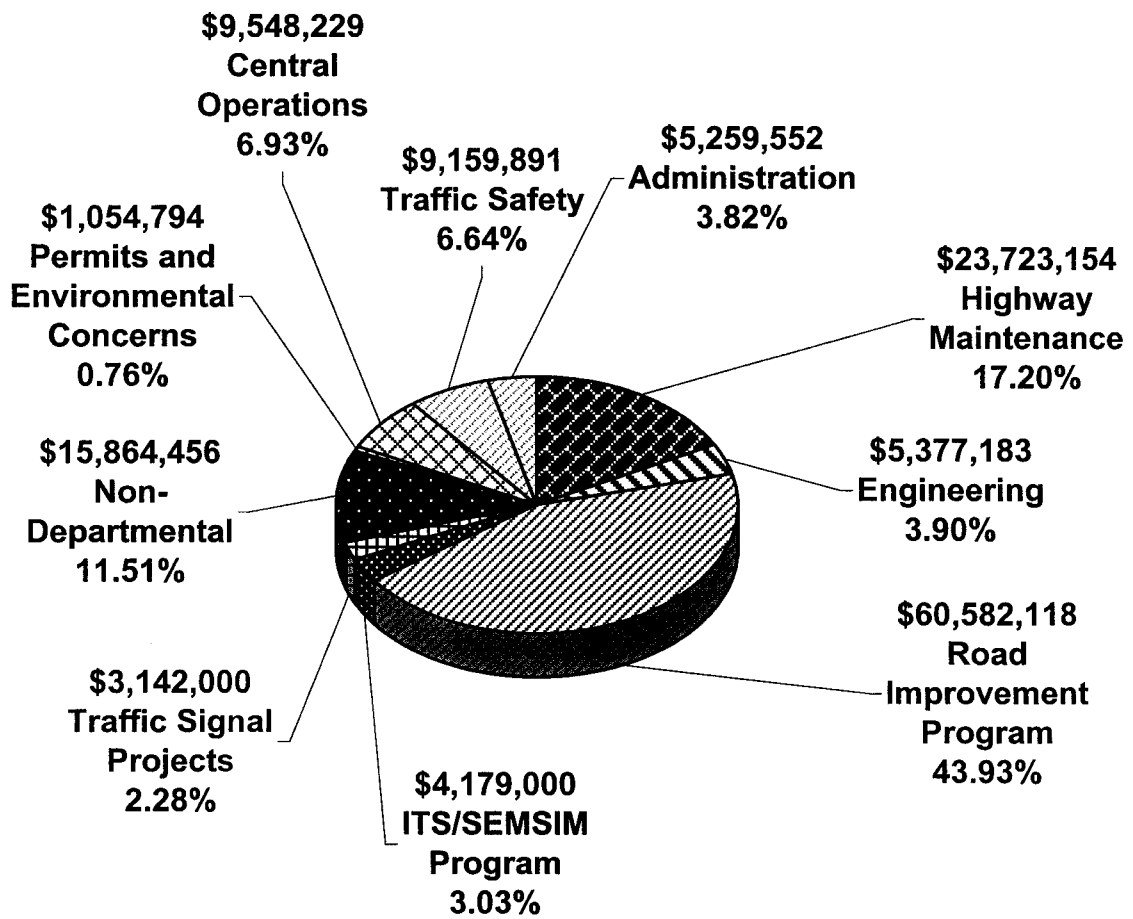


Figure 4

# Budget Exhibit A-3

## 2000-2001 DEPARTMENTAL BUDGET - APPROPRIATION BY OBJECT Compared to 1999 Actual & 2000 Budget & 2000 Estimate

	<u>1999 Actual</u>	<u>1999/2000 Budget</u>	<u>1999/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Board of Road Commissioners</b>				
Personal Services	\$31,475	\$31,000	\$31,000	31,000
Supplies, Materials & Parts	846	1,500	1,500	1,500
Contracted Services	68,100	70,400	70,400	73,920
Other Expenses	<u>19,221</u>	<u>22,553</u>	<u>22,553</u>	<u>23,275</u>
	<b>\$119,642</b>	<b>\$125,453</b>	<b>\$125,453</b>	<b>\$129,695</b>
<b>Managing Director</b>				
Personal Services	\$427,864	\$444,851	\$463,651	465,266
Supplies, Materials & Parts	49,301	55,910	55,910	57,578
Contracted Services	125,658	160,000	516,400	163,765
Other Expenses	33,638	48,490	48,490	49,190
Capital Outlay	<u>14,164</u>	<u>6,300</u>	<u>6,300</u>	<u>0</u>
	<b>\$650,625</b>	<b>\$715,551</b>	<b>\$1,090,751</b>	<b>\$735,799</b>
<b>Citizen Services</b>				
Personal Services	\$266,043	\$277,441	\$290,541	295,735
Supplies, Materials & Parts	2,229	3,500	3,500	3,600
Other Expenses	0	650	650	650
Capital Outlay	<u>1,065</u>	<u>1,300</u>	<u>1,300</u>	<u>0</u>
	<b>\$269,337</b>	<b>\$282,891</b>	<b>\$295,991</b>	<b>\$299,985</b>
<b>Finance</b>				
Personal Services	\$711,287	\$694,299	\$765,499	751,525
Supplies, Materials & Parts	10,630	11,170	11,170	11,425
Contracted Services	59,621	42,200	42,200	41,590
Other Expenses	4,235	8,550	8,550	8,709
Capital Outlay	<u>825</u>	<u>0</u>	<u>4,000</u>	<u>0</u>
	<b>\$786,598</b>	<b>\$756,219</b>	<b>\$831,419</b>	<b>\$813,249</b>
<b>Legal</b>				
Personal Services	\$509,908	\$508,774	\$527,474	546,803
Supplies, Materials & Parts	28,019	32,064	32,064	44,022
Contracted Services	42,730	17,500	17,500	15,000
Other Expenses	6,606	7,955	7,955	9,500
Capital Outlay	<u>1,223</u>	<u>2,000</u>	<u>4,031</u>	<u>2,000</u>
	<b>\$588,486</b>	<b>\$568,293</b>	<b>\$589,024</b>	<b>\$617,325</b>

# Budget Exhibit A-3

## 2000/2001 DEPARTMENTAL BUDGET - APPROPRIATION BY OBJECT Compared to 1999 Actual & 2000 Budget & 2000 Estimate

	<u>1999 Actual</u>	<u>1999/2000 Budget</u>	<u>1999/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Central Operations</b>				
Personal Services	\$3,235,464	\$3,267,731	\$3,495,431	3,473,264
Supplies, Materials & Parts	573,021	742,200	757,200	915,875
Contracted Services	146,733	203,150	203,150	184,000
Other Expenses	54,943	71,600	77,564	75,150
Utilities	628,592	742,700	715,200	826,140
Repair/Maintenance	2,056,103	2,198,900	2,343,900	2,482,500
Capital Outlay	<u>1,003,516</u>	<u>1,749,900</u>	<u>2,235,552</u>	<u>1,591,300</u>
	<b>\$7,698,372</b>	<b>\$8,976,181</b>	<b>\$9,827,997</b>	<b>\$9,548,229</b>
<b>Human Resources</b>				
Personal Services	\$340,447	\$329,902	\$341,402	336,594
Supplies, Materials & Parts	6,371	6,135	6,135	6,145
Employee Benefits	15,131	12,000	12,000	15,000
Contracted Services	92,707	83,500	83,500	83,500
Other Expenses	19,075	16,831	24,331	21,500
Capital Outlay	<u>3,479</u>	<u>2,250</u>	<u>2,250</u>	<u>0</u>
	<b>\$477,210</b>	<b>\$450,618</b>	<b>\$469,618</b>	<b>\$462,739</b>
<b>Engineering</b>				
Personal Services	\$4,058,971	\$4,332,057	\$4,523,757	\$4,960,826
Supplies, Materials & Parts	79,172	82,462	82,462	90,673
Contracted Services	245,458	2,514,950	252,582	247,674
Other Expenses	19,062	27,960	27,960	23,510
Capital Outlay	<u>56,401</u>	<u>8,500</u>	<u>21,594</u>	<u>54,500</u>
	<b>\$4,459,064</b>	<b>\$6,965,929</b>	<b>\$4,908,355</b>	<b>\$5,377,183</b>
<b>Planning &amp; Development</b>				
Personal Services	\$489,663	\$552,717	\$621,417	633,165
Supplies, Materials & Parts	59,780	24,370	24,370	25,410
Contracted Services	518,128	688,965	1,473,794	1,207,335
Other Expenses	114,533	146,150	207,379	75,600
Capital Outlay	<u>574,482</u>	<u>479,300</u>	<u>487,527</u>	<u>259,250</u>
	<b>\$1,756,586</b>	<b>\$1,891,502</b>	<b>\$2,814,487</b>	<b>\$2,200,760</b>
<b>Traffic Safety</b>				
Personal Services	\$4,280,993	\$4,300,992	\$4,542,992	4,658,211
Supplies, Materials & Parts	1,538,319	1,585,615	1,418,460	1,310,995
Contracted Services	1,360,165	1,605,924	1,549,253	1,310,150
Other Expenses	9,915	22,430	23,530	20,545
Utilities	1,075,896	1,239,150	1,239,150	1,276,480
Repair/Maintenance	295,748	346,967	38,122	43,318
Capital Outlay	<u>194,386</u>	<u>550,206</u>	<u>1,331,966</u>	<u>540,192</u>
	<b>\$8,755,422</b>	<b>\$9,651,284</b>	<b>\$10,143,473</b>	<b>\$9,159,891</b>

## Budget Exhibit A-3

### 2000/2001 DEPARTMENTAL BUDGET - APPROPRIATION BY OBJECT Compared to 1999 Actual & 2000 Budget & 2000 Estimate

	<u>1999 Actual</u>	<u>1999/2000 Budget</u>	<u>1999/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Permits &amp; Environmental Concerns</b>				
Personal Services	\$884,489	\$909,500	\$948,200	\$979,394
Supplies, Materials & Parts	21,350	25,675	25,675	\$26,100
Contracted Services	17,290	56,500	81,500	41,700
Other Expenses	5,117	7,153	7,153	7,600
Capital Outlay	<u>6,834</u>	<u>5,680</u>	<u>5,680</u>	<u>0</u>
	<b>\$935,080</b>	<b>\$998,828</b>	<b>\$1,068,208</b>	<b>\$1,054,794</b>
<b>Highway Maintenance</b>				
Personal Services	\$9,822,993	\$9,695,331	\$10,334,131	10,309,327
Supplies, Materials & Parts	4,187,702	4,052,025	3,052,025	3,383,880
Contracted Services	8,159,161	5,694,707	9,462,200	5,501,396
Other Expenses	17,279	20,400	20,400	23,100
Capital Outlay	<u>2,238,546</u>	<u>3,610,900</u>	<u>5,902,893</u>	<u>4,505,451</u>
	<b>\$24,425,681</b>	<b>\$23,073,363</b>	<b>\$28,771,649</b>	<b>\$23,723,154</b>
<b>Non-Departmental</b>				
Employee Benefits	10,484,034	11,785,731	11,791,422	11,671,600
Supplies, Materials, & Parts	810,191	140,800	140,800	143,200
Other Expenses	1,466,558	3,437,286	3,384,786	3,406,242
Debt Service	370,103	880,100	880,100	643,414
Contributions to ITS Program	<u>612,211</u>	<u>407,000</u>	<u>0</u>	<u>0</u>
	<b>\$13,743,097</b>	<b>\$16,650,917</b>	<b>\$16,197,108</b>	<b>\$15,864,456</b>
<b>Total Operating Funds</b>	<b>\$64,665,200</b>	<b>\$71,107,029</b>	<b>\$77,133,533</b>	<b>\$69,987,259</b>
Road Improvement Program (Contractor Payments & ROW)	14,797,238	31,738,000	44,165,300	60,582,118
ITS/SEMSIM Program (Contractor Payments & ROW)	0	0	6,591,000	4,179,000
Traffic Signal Projects (Professional Services & Electrical Materials)	0	0	921,000	3,142,000
<b>Total Expenditures</b>	<b>\$79,462,438</b>	<b>\$102,845,029</b>	<b>\$128,810,833</b>	<b>\$137,890,377</b>
Appropriation to Fund Balance	0	0	0	2,602,350
<b>Total Expenditures and Appropriation to Fund Balance</b>	<b>\$79,462,438</b>	<b>\$102,845,029</b>	<b>\$128,810,833</b>	<b>\$140,492,727</b>

# Budget Exhibit A-4

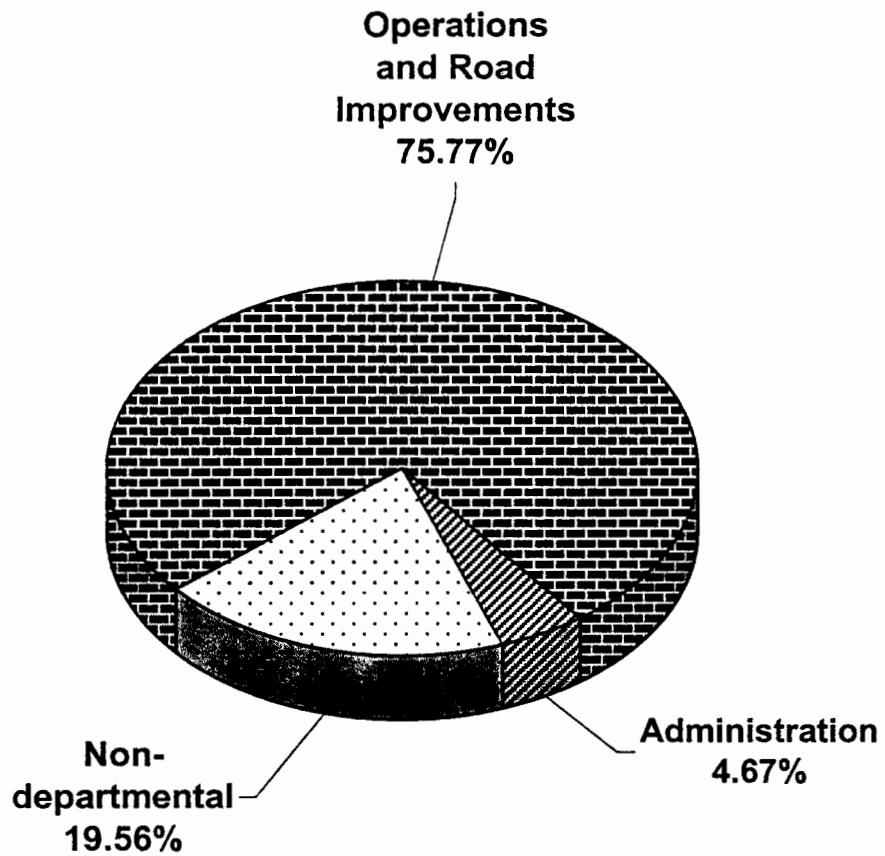
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Fiscal Year 2000/2001

## APPROPRIATION SUMMARY - - OPERATING BY OBJECT

Salaries	\$27,441,110
Supplies, Materials & Parts	5,702,293
Contracted Services	8,870,030
Other	3,744,571
Utilities	2,102,620
Repair/Maintenance	2,843,928
Capital Outlay	6,952,693
Employee Benefits	11,686,600
Debt Service	643,414
<b>TOTAL</b>	<b>\$69,987,259</b>

# Road Commission for Oakland County Expenditures by Activity 1990 - 1999



Does not include ITS and SAD Funds

Figure 5



# Summary of Expenditures

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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 safety improvements, traffic safety, and highway maintenance improvements.

## OPERATING DEPARTMENTS

### Central Operations

Central Operations Department accounts for approximately 7 percent of total RCOC yearly expenditures and will maintain 73 authorized positions in fiscal 2000-01.

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

While these expenditures resulted in fleet readiness, the Road Commission equipment fleet remains less than desirable. In response, Central Operations has developed innovative practices in fleet maintenance. For example, an aggressive preventive maintenance program has been initiated to extend equipment service life.

# Summary of Expenditures

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## **Engineering**

The Engineering Department will have an authorized staff of 86 employees in fiscal 2000-01.

Engineering and road improvement activities account for approximately 48 percent of the Road Commission's annual expenditures.

The types of projects in the Road Improvement Program include pavement widening 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.

The Tri-Party Program, consisting of one-third matching funds from the county, the local unit of government, and RCOC, is comprised of safety projects throughout the county including passing lanes, paved approaches, gravel applications and other miscellaneous improvements. The Tri-Party program is a very successful and popular program. In 1998 this program was expanded by 25 percent.

## **Planning and Development**

Planning and Development (P&D) will have an authorized staff of 11 employees in Fiscal Year 2000-01.

Computer operations and transportation planning activities account for approximately 2 percent of the Road Commission annual expenditures.

The P&D budget includes all of the computer hardware, software, training and consulting services for individual users, departments and the agency's Wide Area Network. In addition, funding for special computer related projects, which benefit the entire agency, is likely to be found in this budget and referenced in the Three-Year Computer Plan. Such items would be the Geographic Information System (GIS), the document Imaging and Management Plan, and the RCOC Web Site and Internet Service Provider.

The department works closely with the Managing Director's Office, County Highway Engineer, and the Public Information Officer on long range transportation plans, funding proposals, spending options, strategic plans, legislative efforts of all types, and is a liaison to many sister agencies doing planning and road work.

# Summary of Expenditures

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## **Planning and Development (continued)**

In fiscal 2000/01, the Planning & Development Department (P&D) will continue to work with the Highway Maintenance Department, Engineering Department, and our townships to implement the gravel road improvement plan, which was developed last year. The P&D Department also will complete the installation of the One World software package on a Wide Area Network (WAN).

Finally, the P&D Department will monitor the installation of a Document Imaging system on the client-server WAN, along with the new maps and data on roads, property and people contained in the rapidly-developing GIS files.

## **Traffic-Safety**

The Traffic-Safety Department will have an authorized staff of 97 employees in fiscal year 2000-01.

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

The Traffic-Safety Department with the ITS/SEMSIM and Signal projects accounts for approximately 12 percent of the total expenditures of the Road Commission. The Traffic-Safety Department is responsible for over 75,000 traffic signs, with material costs for installation and repair on 24,000 signs exceeding \$500,000 annually. The department responds to over 4,500 traffic signal trouble calls and maintains 1,350 signals and other electrical devices, replaces approximately 40,000 traffic signal lamps, and repairs or installs approximately 11,000 linear feet of new guardrail. RCOE also pays for the power necessary to operate the traffic signal system, estimated at \$1,253,300 for 2000-01.

# Summary of Expenditures

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## Traffic Safety (continued)

In fiscal year 1996, a Traffic Management System installation was completed providing an inventory of traffic signs and guardrail and a program for the maintenance and replacement of traffic signs. It is comprised of:

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

In fiscal year 2000-01 the Road Commission expects to utilize about \$1.975 million in federal funds from the congested corridor program. These funds can only be used for FAST-TRAC program expenses.

In fiscal year 2000-01 RCOC will continue the development of a comprehensive Transportation Information Management System (TIMS). TIMS will include data from Michigan Department of Transportation (MDOT) freeway operations, SMART buses, work performed by contractors under RCOC issued permits, maintenance overlays, and construction projects.

## Highway Maintenance

The Highway Maintenance Department will have an authorized staff of 214 employees in fiscal year 2000/01.

The Highway Maintenance Department accounts for approximately 17 percent 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 2,600 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. In 2000-01 RCOC will re-gravel an additional 34 miles of gravel roads.

The department annually uses about 13,000 tons of patching materials, 100,000 tons of gravel, and 105,000 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 and project.

# Summary of Expenditures

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## Highway Maintenance (continued)

The four agencies responsible for maintaining roads in Southeast Michigan have developed a comprehensive project to improve the management of winter storm operations. The project is called the Southeastern Michigan Snow and Ice Management (SEMSIM) and will be managed by the Road Commission for Oakland County for the City of Detroit, Wayne County and the Road Commission of Macomb County. This project calls for the integration of advanced electronic and information technologies as well as first-of-its-kind inter-jurisdictional cooperation between road agencies to provide border-less service. The scope of this project includes equipping 500 winter storm maintenance vehicles and base stations with advanced hardware and communications technologies and the supporting software. The benefits from this project include an estimated 10 percent reduction in costs and improved roadway safety through quicker response.

SEMSIN involves using the latest technology to monitor ambient and pavement weather conditions, track the real-time geographic location of individual vehicles, and coordinate winter maintenance activities across county boundaries.

The Road Commission for Oakland County is responsible for a 2,600-mile county road system, the largest county road system in the state, and a system that is second in size only to the state highway system. The Road Commission maintains over 811 miles of gravel roads—one of the largest gravel road systems in the state of Michigan. Many of these gravel roads are in developing areas of the county, where traffic volumes exceed those normally associated with gravel roads. A total of \$1,355,872 has been allocated for materials in support of ongoing gravel programs for fiscal year 2000-01.

The RCOC brine wells have eliminated the need for purchasing liquid chloride at a cost of \$400,000 annually. The brine wells have made it possible for RCOC to pass these cost savings on to our customers, the local units of government.

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. The total costs for highway maintenance in fiscal year 2000-01 is projected to be \$23,723,154.

# Summary of Expenditures

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## NON-DEPARTMENTAL EXPENDITURES

The non-departmental budget represents approximately 11 percent of the annual costs, or \$15,864,456. This includes the various insurance and self-insurance coverage for the Road Commission (Risk Management), fringe benefits, debt service, the Road Commission contingency.

## FINANCIAL PICTURE FOR 2000-01

### **A Year of Continued Cost Containment**

The program of aggressive cost containment in all cost categories will continue in fiscal year 2000-01. Cost containment must be a goal of every employee. Personal accountability and commitment are the keys to success in achieving goals. Departments will be required to critically reexamine procedures and practices and to identify innovative ways to achieve 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.

### **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 minimum 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 2000-01 budget.

- Reassessment of standards and practices
- Maintaining and improving the level of service provided on county roads to the residents and travelers in Oakland County. This will require a high degree of truck fleet readiness and committing all revenue from the recent gas tax.
- Continued containment of costs, through improved health care, risk management, and privatization.
- Redefinition of the county urbanized area and recertification of roads as urban when appropriate
- Postponement of noncritical road improvement projects
- Budget on-line for closer monitoring of the budget
- Leveraging funds through aggressive matching with other agencies and private developers.

## OUTLOOK

The current fiscal challenges facing the Road Commission for Oakland County do not lend themselves to easy solutions. The Road Commission continues to provide statewide leadership directed toward securing additional road funding. A conservative approach of sound financial management combined with coordinated efforts in cost containment with minimal negative effect on customer satisfaction, is the key to the 2000-01 budget.

The significant aspect of this fiscal budget continues to be the level of available funding for road repairs. While the Road Commission acknowledges its appreciation of the recent gas tax increase, the amount of road repairs that are needed still far exceed the revenue from the 4-cent gas tax of August 1997.

RCOC is committed to allocating all the new revenue from the gas tax increase to the road system.



# Budget Exhibit A-5

## 2000/2001 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	451,266	1,200	800	12,000	465,266
Citizen Services	288,491	4,744	2,500	0	295,735
Finance	702,729	8,796	35,000	5,000	751,525
Legal	529,058	8,745	8,000	1,000	546,803
Central Operations	3,069,092	69,572	311,800	22,800	3,473,264
Human Resources	324,844	750	2,000	9,000	336,594
Engineering	3,797,825	121,901	982,000	59,100	4,960,826
Planning and Development	572,746	6,099	50,000	4,320	633,165
Traffic-Safety	3,972,054	144,357	490,200	51,600	4,658,211
Permits & Environmental Concerns	896,419	26,855	47,000	9,120	979,394
Highway Maintenance	8,717,549	298,259	1,193,199	100,320	10,309,327
<b>Subtotal</b>	<b>\$23,353,073</b>	<b>\$691,278</b>	<b>\$3,122,499</b>	<b>\$274,260</b>	<b>\$27,441,110</b>
Attrition (non-departmental)					(400,000)
<b>TOTAL</b>					<b>\$27,041,110</b>

## Budget Exhibit A-6

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### Appropriation Summary - - Fringe Benefits

Dental Insurance	\$390,000
Hospitalization	4,300,000
Life Insurance	150,000
Vision Care Insurance	55,000
Major Medical Insurance	225,000
Retirement	2,700,000
Social Security	2,171,600
Unemployment Insurance	5,000
Workers' Compensation	150,000
Sick Leave Redemption	100,000
Workers' Compensation Self-Insurance	763,100 *
Prescription Drugs	1,000,000
Annual Physical/Wellness Program	25,000
<b>TOTAL</b>	<b>\$12,034,700</b>

\* \$363,100 Included in Department Budget  
\$400,000 Non-Departmental Appropriation

# Summary of Debt

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## SUMMARY EXPLANATION OF DEBT

In fiscal year 1998/1999, the Road Commission for Oakland County (RCOC) issued \$9,750,000 of Michigan Transportation Fund revenue notes. These notes were issued to finance Road Fund and Special Assessment District (SAD) Fund road projects.

For the Road Fund, the fiscal year 1999 notes will be used to improve Walton Road (Dixie Highway to Sashabaw Road).

For the SAD Fund, the note proceeds were, and will be, used in the construction of subdivision streets in fiscal year 1999 and fiscal year 2000. These construction costs are special-assessed to the owners of the property and reimbursed over a ten-year period.

In 2000/2001, the RCOC anticipates issuing \$11,000,000 of Michigan Transportation Fund revenue notes. The note proceeds will be used to fund significant RRR projects as well as improvements on Dixie Highway and Grand River Avenue.

# Summary of Debt

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## SUMMARY OF FUNDED DEBT

Description of Debt	Fund Servicing Debt	Debt Outstanding 9/30/00	2000/2001 Debt Service Payments	
			Principal	Interest
\$9,750,000 Michigan Transportation Fund Revenue Notes of 1999 4.05-4.75%	Road Fund SAD Fund	\$2,217,154 \$6,557,485	\$245,000 \$730,000	\$ 97,414 \$286,174
\$11,000,000 Michigan Transportation Fund Revenue Notes of 2001	Road Fund	\$11,000,000	0	\$220,000

### 2000/2001 DEBT SERVICE

<u>Road Fund</u>	<u>SAD Fund</u>
------------------	-----------------

Principal	\$245,000	\$730,000
Interest	<u>\$317,414</u>	<u>\$286,174</u>

<b>TOTAL DEBT SERVICE</b>	<b>\$562,414</b>	<b>\$1,016,174</b>
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# Change in Fund Balance

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## ROAD FUND

### Statement of Change in Fund Balance

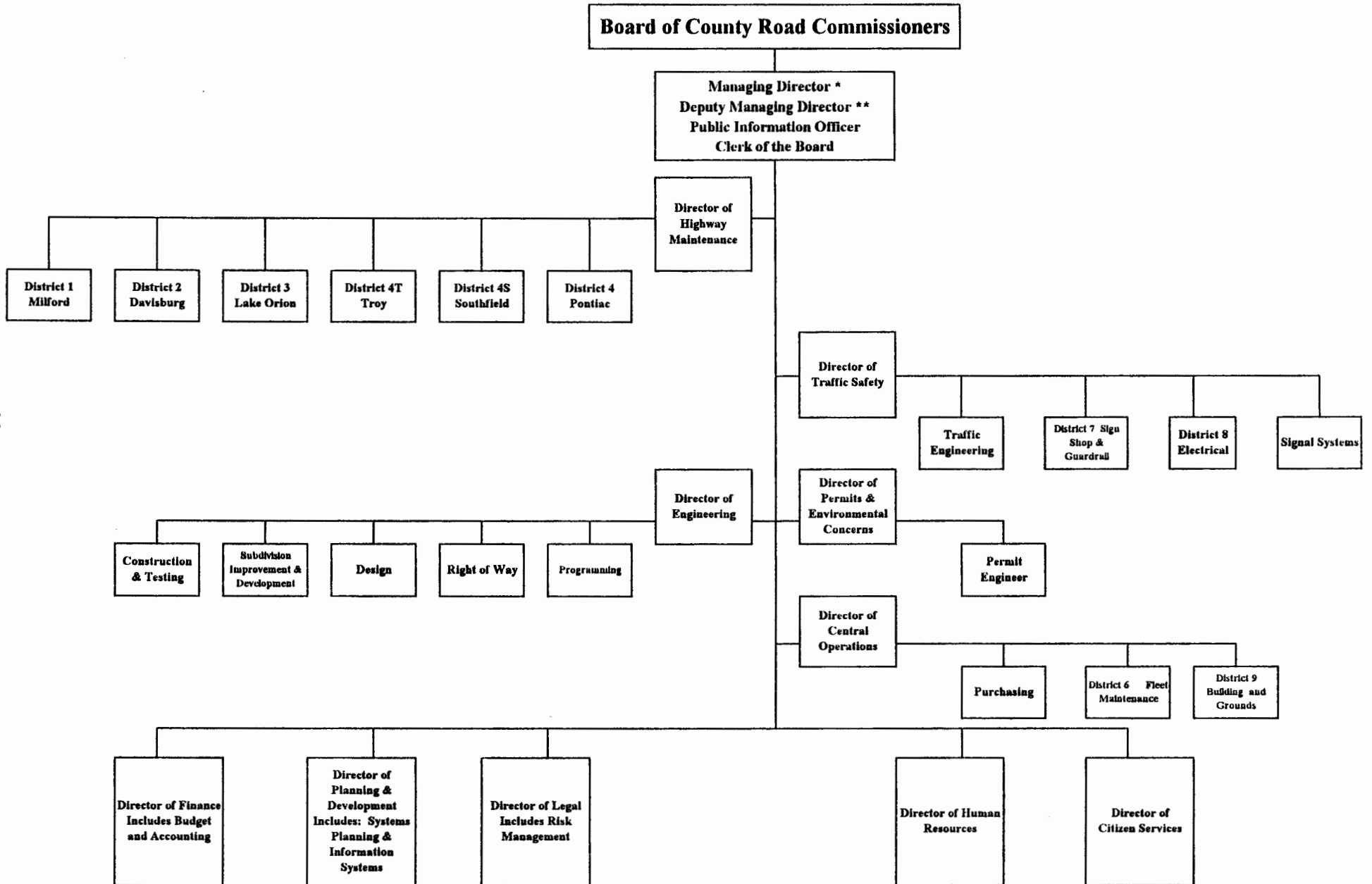
	<b>Actual Fiscal Year Ended 9/30/99</b>	<b>Before Audit Fiscal Year Ending 9/30/00</b>	<b>2000 Estimates</b>	<b>2000/01 Budget Fiscal Year Ending 9/30/01</b>
<b>Beginning Fund Balance</b>	\$20,375,160	\$27,026,268	\$27,026,268	\$12,459,385
<b>Revenue</b>	86,113,546	104,345,029	114,243,950	137,254,342
<b>Expenditures</b>	79,462,438	102,845,029	128,810,837	137,890,377
<b>Revenue over (under) Expenditures</b>	6,651,108	1,500,000	(14,566,883)	(636,035)
<b>Ending Fund Balance</b>	\$27,026,268	\$21,875,160	\$12,459,385	\$11,823,350

**\* Analysis of Ending Fund Balance:**

Capital Outlay and Contracted Services	\$9,855,820
Reserved for construction in progress	13,293,748
Reserved for long-term portion of provision for Uninsured Loss	1,723,000
Compensated Absences	2,153,700

**Total 9/30/99** **\$27,026,268**

# ROAD COMMISSION FOR OAKLAND COUNTY ORGANIZATION STRUCTURE

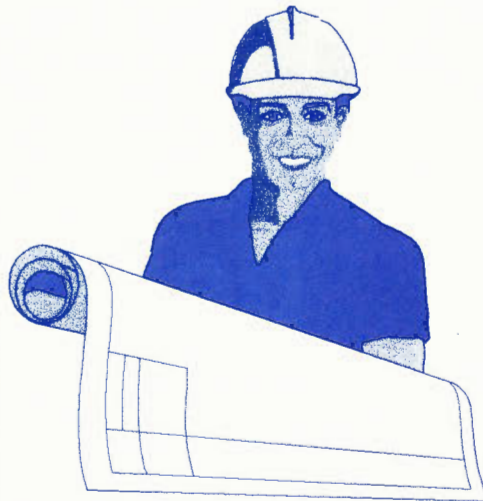


\* The Managing Director Serves as Secretary Clerk of the Board

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

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# Authorized Positions



# Authorized Positions

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## History of Budgeted Positions

Compared to Fiscal Year 2000/2001 Authorized Positions

	<u>1997 Amended Budget</u>	<u>1998 Amended Budget</u>	<u>1999 Amended Budget</u>	<u>1999/2000 Amended Budget</u>	<u>2000/2001 Budget</u>
<b>Managing Director</b>	8	8	8	8	8
<b>Citizen Services</b>	7	7	7	7	7
<b>Finance</b>	16	16	16	16	16
<b>Legal</b>	10	10	10	10	10
<b>Central Operations</b>	74	73	73	73	73
<b>Human Resources</b>	6	6	6	6	6
<b>Engineering</b>	86	86	86	86	86
<b>Planning &amp; Development</b>	11	11	11	11	11
<b>Traffic-Safety</b>	97	97	97	97	97
<b>Permits &amp; Environ Concerns</b>	20	20	20	20	20
<b>Highway Maintenance</b>	<u>215</u>	<u>214</u>	<u>214</u>	<u>214</u>	<u>214</u>
<b>TOTALS</b>	<b>550</b>	<b>548</b>	<b>548</b>	<b>548</b>	<b>548</b>



## Budget Exhibit A-7

AUTHORIZED POSITIONS	MANAGING DIRECTOR	CITIZEN SERVICES	FINANCE	LEGAL	HUMAN RESOURCES	CENTRAL OPERATIONS	ENGINEERING	PLANNING & DEVELOPMENT	TRAFFIC SAFETY	PERMITS & ENVIRON CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Account Clerk			8								1	9
Accounting Supervisor			1									1
Accountant			1									1
Administrative Assistant to Managing Director	1											1
Assistant to Managing Director for Public Information	1											1
Attorney II				1			1					2
Budget Supervisor			1									1
Chief Attorney of Litigation and Loss Management				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 Representative				1								1
Clerk Typist	1								1	2		4
Commissions Receptionist	1											1
Computer Programmer II								2				2
Compensation & Benefits Accountant			1									1

## Budget Exhibit A-7

AUTHORIZED POSITIONS	MANAGING DIRECTOR	CITIZEN SERVICES	FINANCE	LEGAL	HUMAN RESOURCES	CENTRAL OPERATIONS	ENGINEERING	PLANNING & DEVELOPMENT	TRAFFIC SAFETY	PERMITS & ENVIRON CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Contract Administration/Forestry											1	1
Construction Accountant			1									1
Construction Engineer							1					1
Contracts Administration Attorney				1								1
Deputy Managing Director County Highway Engineer	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 Permits & Environmental Concerns										1		1
Director of Human Resources					1							1
Director of Traffic Safety									1			1
Director of Planning and Development								1				1
District Clerk											6	6
District Superintendent						2			2		6	10
Electrical Services Coordinator									1			1
Electrical Technician II									2			2

## Budget Exhibit A-7

AUTHORIZED POSITIONS	MANAGING DIRECTOR	CITIZEN SERVICES	FINANCE	LEGAL	Human Resources	CENTRAL OPERATIONS	ENGINEERING	PLANNING & DEVELOPMENT	TRAFFIC SAFETY	PERMITS & ENVIRON CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Electrical Trainer									1			1
Engineering Aide							5					5
Engineering Inspector II							21			7		28
Engineering Inspector III							3			2		5
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
FAST-TRAC-Project manager									1			1
Fleet Manager						1						1
Foremen									3		18	21
General Counsel				1								
Human Resource Specialist					3							3
Information Systems Clerk								1				1
Information Systems Supervisor								1				1
Instrument Operator							4					4
Inventory Control Chief						1						1
Maintenance Analyst											1	1

## Budget Exhibit A-7

AUTHORIZED POSITIONS	MANAGING DIRECTOR	CITIZEN SERVICES	FINANCE	LEGAL	HUMAN RESOURCES	CENTRAL OPERATIONS	ENGINEERING	PLANNING & DEVELOPMENT	TRAFFIC SAFETY	PERMITS & ENVIRON CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Maintenance Operations Engineer											1	1
Managing Director	1											1
Office Assistant				1		2	4		1			8
Office Clerk	1					2			3			6
Office Manager										1		1
Payroll Accountant			1									1
Permits Engineer										1		1
Planner II								2	1			3
Planner III								1				1
Plat Analyst							1					1
Programmer I								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



## Budget Exhibit A-7

AUTHORIZED POSITIONS	MANAGING DIRECTOR	CITIZEN SERVICES	FINANCE	LEGAL	HUMAN RESOURCES	CENTRAL OPERATIONS	ENGINEERING	PLANNING & DEVELOPMENT	TRAFFIC SAFETY	PERMITS & ENVIRON CONCERNS	HIGHWAY MAINTENANCE	TOTAL
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
Senior Human Resource Specialist					1							1
Signal System Engineer									1			1
Skilled Foreman						4			3			7
SID Supervisor							1					1
Special Assessment Analyst							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
<b>TOTAL SALARIED POSITIONS</b>	<b>8</b>	<b>7</b>	<b>16</b>	<b>10</b>	<b>6</b>	<b>18</b>	<b>86</b>	<b>11</b>	<b>36</b>	<b>20</b>	<b>40</b>	<b>258</b>

## Budget Exhibit A-7

AUTHORIZED POSITIONS	MANAGING DIRECTOR	CITIZEN SERVICES	FINANCE	LEGAL	HUMAN RESOURCES	CENTRAL OPERATIONS	ENGINEERING	PLANNING & DEVELOPMENT	TRAFFIC SAFETY	PERMITS & ENVIRON CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Assistant Sign Fabricator									1			1
Auger Operator									3			3
Building Maintenance Laborer						4						4
Carpenter						1						1
Crew Leader						1					3	4
Electrician									20			20
Equipment Painter						1						1
Float Operator											36	36
Forestry Crew Leader											3	3
Grade Person											5	5
Grader Operator											19	19
Guardrail Installer									3			3
Janitor						4						4
Laborer II						1			14		13	28
Loader Operator											6	6
Mechanic						32						32
Radio Repairman									1			1
Shoulder Maintainer											5	5
Shovel/Patchmaster Operator											7	7

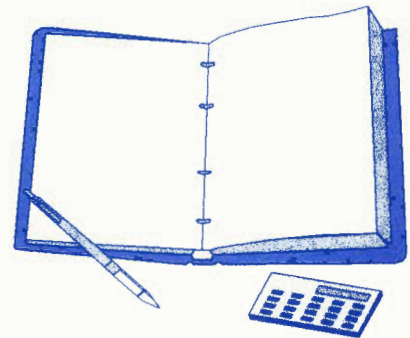
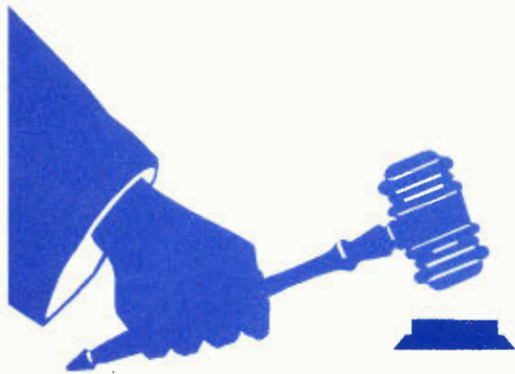
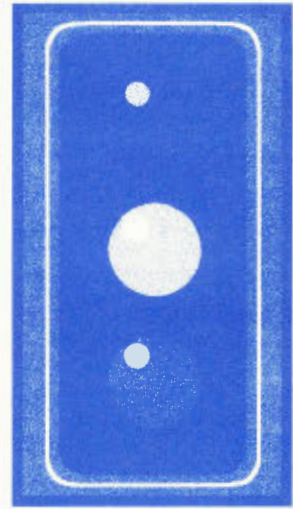
## Budget Exhibit A-7

AUTHORIZED POSITIONS	MANAGING DIRECTOR	CITIZEN SERVICES	FINANCE	LEGAL	HUMAN RESOURCES	CENTRAL OPERATIONS	ENGINEERING	PLANNING & DEVELOPMENT	TRAFFIC SAFETY	PERMITS & ENVIRON CONCERNS	HIGHWAY MAINTENANCE	TOTAL
Sign Fabricator									1			1
Sign Truck Driver									8			8
Skilled Laborer I											7	7
Small Tool Engine Repair Mechanic						1						1
Small Tool Repairman/Janitor											1	1
Solid State Electrician									2			2
Stock Clerk						4						4
Storekeeper						2						2
Street Sign Blade Installer									1			1
Street Sign Fabricator									1			1
Tandem Float Driver											45	45
Tire Repair						1					5	6
Tractor Semi Driver											7	7
Traffic Counter									2			2
Tree Trimmer											6	6
Underground Laborer									4			4
Vactor Operator											6	6
Watchman						3						3
<b>Total Hourly Positions</b>						<b>55</b>			<b>61</b>		<b>174</b>	<b>290</b>





# Departments



## **BOARD OF ROAD COMMISSIONERS**

A three-member Road Commission was established under Public Act 283 of 1909 and appointed by the County's Board of Commissioners. The Board of Road Commissioners is responsible for approximately 2,600 miles of roads, and a budget of approximately \$138 million funded principally by the state-collected vehicle fuel and registration taxes under Public Act 51 of 1951. Other sources of funds are provided by federal and local governments and proceeds from the sale of bonds.

## Object Detail

Department: Board of Road Commissioners

**Object**

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b>				
(See Position-Salary Detail)	\$31,475	\$31,000	\$31,000	\$31,000
<b>Materials, Supplies &amp; Parts</b>				
Stationery & Office Supplies	200	1,000	1,000	1,000
Books, Subscriptions & Publications	346	200	200	200
Membership Fees & Dues	<u>300</u>	<u>300</u>	<u>300</u>	<u>300</u>
	<b>846</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>Contracted Services</b>				
Audit	68,100	70,400	70,400	73,920
<b>Other Expenses</b>				
Travel	1,153	5,000	5,000	5,000
Awards Employees & Retirees	<u>18,068</u>	<u>17,553</u>	<u>17,553</u>	<u>18,275</u>
	<b>19,221</b>	<b>22,553</b>	<b>22,553</b>	<b>23,275</b>
 <b>TOTAL</b>	 <b>\$119,642</b>	 <b>\$125,453</b>	 <b>\$125,453</b>	 <b>\$129,695</b>

**Position - Salary Detail**

**Department: Board of Road Commissioners**

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

## MANAGING DIRECTOR

### **Managing Director**

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

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

### **Deputy Managing Director**

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

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

### **Public Information Officer**

Serving under the Managing Director, the Public Information Officer is charged with conducting internal and external Road Commission communications, including communications and correspondence with the media. The Public Information Officer also serves as the public spokesman for the Road Commission, which includes the task of determining strategies for alerting the general public about key Road Commission messages and helping to formulate those messages. Additionally, the Public Information Officer helps to share Road Commission policies and procedures with the Road Commission staff through means such as the monthly employee newsletter.

## **MANAGING DIRECTOR (continued)**

### **Clerk of the Board**

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>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$427,864</b>	<b>\$444,851</b>	<b>\$463,651</b>	<b>\$465,266</b>
<b>Supplies, Materials &amp; Parts</b>				
Postage	32,878	35,960	35,960	37,040
Stationery & Office Supplies	12,524	13,700	13,700	14,000
Books,Subscriptions&Publications	2,852	3,750	3,750	4,000
Membership Fees & Dues	874	1,000	1,000	1,038
Photography Expense	<u>173</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
	<b>49,301</b>	<b>55,910</b>	<b>55,910</b>	<b>57,578</b>
<b>Contracted Services</b>				
Professional Services	<b>125,658</b>	<b>160,000</b>	<b>516,400</b>	<b>163,765</b>
<b>Other Expenses</b>				
Travel	4,320	13,000	13,000	12,000
Advertising	29,318	33,990	33,990	35,690
Training	<u>          </u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
	<b>33,638</b>	<b>48,490</b>	<b>48,490</b>	<b>49,190</b>
<b>Capital Outlay</b>				
Office Equipment	<b>14,164</b>	<b>6,300</b>	<b>6,300</b>	<b>0</b>
<b>TOTAL</b>	<b>\$650,625</b>	<b>\$715,551</b>	<b>\$1,090,751</b>	<b>\$735,799</b>

# Department

## Position - Salary Detail

Department: **Managing Director**

<b>Authorized</b>		<b>Salary</b>		<b>Salary</b>
<b>Positions</b>	<b>Classification</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Appropriation</b>
1	Managing Director*	\$80,900	\$113,100	113,100
1	Deputy Managing Director*	72,600	95,500	95,500
1	Assistant to the Managing Director for Public Information	53,012	60,116	59,449
1	Deputy Secretary/Clerk	45,373	52,292	51,712
1	Administrative Assistant to the Managing Director	36,702	41,451	40,992
1	Office Clerk	31,862	33,723	33,350
1	Clerk Typist	29,128	30,803	30,462
1	Commission Receptionist	27,000	28,532	26,701
<hr style="width: 50px; margin-left: 0;"/>				<hr style="width: 50px; margin-left: auto;"/>
<b>8</b>	<b>TOTAL</b>			<b>\$451,266</b>
			Overtime	800
			Seasonal	12,000
			Longevity	1,200
				<hr style="width: 50px; margin-left: auto;"/>
			<b>TOTAL SALARIES</b>	<b>\$465,266</b>

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

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



## **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 2,600 miles of county roads as well as 300 miles of state trunk lines within Oakland County. Some examples of these calls include winter maintenance, potholes, 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 1999/2000 the program encompassed approximately 349 miles of gravel roads, approximately one fourth of the total gravel road mileage in the county.

**Object Detail**

**Department: Citizen Services**

**Object**

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b>				
(See Position-Salary Detail)	\$266,043	\$277,441	\$290,541	\$295,735
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	2,146	3,500	3,500	3,600
Books,Subscriptions& Publications	0	0	0	0
Photography Expense	<u>83</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>2,229</b>	<b>3,500</b>	<b>3,500</b>	<b>3,600</b>
<b>Contracted Services</b>	0	0	0	0
<b>Other Expenses</b>				
Training	0	650	650	650
<b>Capital Outlay</b>				
Office Equipment	1,065	1,300	1,300	0
<b>TOTAL</b>	<b>\$269,337</b>	<b>\$282,891</b>	<b>\$295,991</b>	<b>\$299,985</b>

# Department

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## Position - Salary Detail

Department: Citizen Services

Authorized <u>Positions</u>	<u>Classification</u>	Salary		Salary
		<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	Director of Citizen Services	54,200	74,300	\$74,300
1	Citizen Service Coordinator	42,447	47,973	47,441
5	Citizen Service Clerk	31,862	33,723	166,750
<hr/>				<hr/>
7	<b>TOTAL</b>			<b>\$288,491</b>
		Overtime		2,500
		Seasonal		0
		Longevity		4,744
				<hr/>
		<b>TOTAL SALARIES</b>		<b>\$295,735</b>

## **FINANCE**

The functions 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 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 inventories 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 report 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>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$711,287</b>	<b>\$694,299</b>	<b>\$765,499</b>	<b>\$751,525</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	9,214	9,600	9,600	9,800
Books, Subscriptions & Publications	781	825	825	825
Membership Fees & Dues	<u>635</u>	<u>745</u>	<u>745</u>	<u>800</u>
	<b>10,630</b>	<b>11,170</b>	<b>11,170</b>	<b>11,425</b>
<b>Contracted Services</b>				
Professional Services	20,124	9,800	9,800	10,300
Retirement Administrative Expense	<u>39,497</u>	<u>32,400</u>	<u>32,400</u>	<u>31,290</u>
	<b>59,621</b>	<b>42,200</b>	<b>42,200</b>	<b>41,590</b>
<b>Other Expenses</b>				
Travel	3,785	8,050	8,050	8,209
Training	<u>450</u>	<u>500</u>	<u>500</u>	<u>500</u>
	<b>4,235</b>	<b>8,550</b>	<b>8,550</b>	<b>8,709</b>
<b>Capital Outlay</b>				
Office Equipment	825	0	4,000	0
<b>TOTAL</b>	<b>\$786,598</b>	<b>\$756,219</b>	<b>\$831,419</b>	<b>\$813,249</b>

**Position - Salary Detail**

**Department: Finance**

<b>Authorized</b>		<b>Salary</b>		<b>Salary</b>
<b><u>Positions</u></b>	<b><u>Classification</u></b>	<b><u>Minimum</u></b>	<b><u>Maximum</u></b>	<b><u>Appropriation</u></b>
1	Director of Finance	\$61,600	\$81,500	\$81,500
1	Accounting Supervisor	53,012	60,116	59,449
1	Budget Supervisor	49,441	56,200	54,240
1	Accountant	44,241	50,009	49,455
1	Compensation & Benefits Accountant	44,241	50,009	49,455
1	Payroll Accountant	40,261	45,465	44,961
1	Construction Accountant	36,747	41,452	40,992
8	Account Clerk	34,275	36,255	286,824
1	Secretary	34,275	36,255	35,853
<hr/>				
<b>16</b>	<b>TOTAL</b>			<b>\$702,729</b>
			Overtime	35,000
			Seasonal	5,000
			Longevity	8,796
			<b>TOTAL SALARIES</b>	<b>\$751,525</b>

## 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 that are managed by the department within the general framework of the functional categories set forth below.

- Litigation and loss management, which includes the management of all claims and litigation involving the Board, its officials and employees
- 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 and 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.

## Object Detail

Department: Legal

### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$509,908</b>	<b>\$508,774</b>	<b>\$527,474</b>	<b>\$546,803</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	6,819	8,964	8,964	11,422
Books, Subscriptions&Publications	13,983	14,500	14,500	14,500
Safety Control	7,179	8,500	8,500	18,000
Photography Expense	<u>38</u>	<u>100</u>	<u>100</u>	<u>100</u>
	<b>28,019</b>	<b>32,064</b>	<b>32,064</b>	<b>44,022</b>
<b>Contracted Services</b>				
Professional Services - Other	27,770	2,500	2,500	5,000
Professional Services - Legal	<u>14,960</u>	<u>15,000</u>	<u>15,000</u>	<u>10,000</u>
	<b>42,730</b>	<b>17,500</b>	<b>17,500</b>	<b>15,000</b>
<b>Other Expenses</b>				
Travel	5,317	6,335	6,335	7,500
Training	<u>1,289</u>	<u>1,620</u>	<u>1,620</u>	<u>2,000</u>
	<b>6,606</b>	<b>7,955</b>	<b>7,955</b>	<b>9,500</b>
<b>Capital Outlay</b>				
Office Equipment	1,223	2,000	4,031	2,000
<b>TOTAL</b>	<b>\$588,486</b>	<b>\$568,293</b>	<b>\$589,024</b>	<b>\$617,325</b>



# Department

## Position - Salary Detail

Department: Legal

<u>Authorized</u>		<u>Salary</u>		<u>Salary</u>
<u>Positions</u>	<u>Classification</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	General Counsel	\$66,300	\$87,700	\$87,700
1	Chief Attorney of Litigation and Loss Management	56,432	64,015	63,306
1	Contracts Administration Attorney	53,012	60,116	59,449
1	Risk Management Program Coord	53,012	60,116	59,449
1	Attorney II	48,646	55,101	54,490
1	Safety Supervisor	44,193	50,008	49,454
1	Risk & Insurance Analyst	40,261	45,465	44,961
1	Claims Representative	36,747	41,452	39,126
1	Secretary - - Legal	33,188	38,196	37,773
1	Office Assistant	31,862	33,723	33,350
<hr/>				<hr/>
<b>10</b>	<b>TOTAL</b>			<b>\$529,058</b>
		Overtime		8,000
		Seasonal		1,000
		Longevity		8,745
		<b>TOTAL SALARIES</b>		<b>\$546,803</b>

## 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:** refuse disposal, building repair contracts, professional services
- **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, stationery, printing and office supplies, and automotive replacement and repair parts

Purchasing is also responsible for inventory control, which includes the warehousing of approximately \$5 million in inventory. Other duties include making travel and hotel arrangements, and responsibility for the telephone system.

## **Central Operations (continued)**

### **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.

### **Building 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.

## Object Detail

### Department: Central Operations

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$3,235,464</b>	<b>\$3,267,731</b>	<b>\$3,495,431</b>	<b>\$3,473,264</b>
 <b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	27,166	46,000	56,000	35,000
Parts, Supplies and Freight	807	1,500	1,500	1,500
Books, Subscriptions & Publications	146	200	200	200
Membership Fees & Dues	785	1,175	1,175	1,175
Janitor & Restroom Supplies	41,890	44,100	49,100	49,000
Safety Control Expense	28,347	40,000	40,000	40,000
Garage Expense	82,151	95,500	95,500	90,000
Vehicle Safety Improvement	0	5,000	5,000	5,000
Gas, Oil & Diesel Fuel	340,532	455,725	455,725	640,000
Small Tools (Garage & Road)	8,310	53,000	53,000	54,000
Garage Small Tools	<u>42,887</u>	<u>          </u>	<u>0</u>	<u>0</u>
	<b>573,021</b>	<b>742,200</b>	<b>757,200</b>	<b>915,875</b>
 <b>Contracted Services</b>				
Laundry Expense	43,256	45,000	45,000	45,000
EDP Services	0	6,000	6,000	3,000
Maintenance Contracts	22,081	20,000	20,000	25,000
Security Services	15,551	21,000	21,000	23,000
Fire Extinguisher Services	4,789	3,150	3,150	5,000
Car Washing	5,505	7,000	7,000	7,000
Disposal of Hazardous Waste	6,887	15,000	15,000	15,000
Workers' Comp-Self Insured Exp	<u>48,664</u>	<u>86,000</u>	<u>86,000</u>	<u>61,000</u>
	<b>146,733</b>	<b>203,150</b>	<b>203,150</b>	<b>184,000</b>

# Department

## Object Detail

### Department: Central Operations (Continued)

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Other Expenses</b>				
Travel	4,640	7,000	7,000	7350
Training	7,243	9,600	9,600	12,800
Maintenance Contracts Ofc Equip	<u>43,060</u>	<u>55,000</u>	<u>55,000</u>	<u>55,000</u>
	<b>54,943</b>	<b>71,600</b>	<b>71,600</b>	<b>75,150</b>
<b>Utilities</b>				
Electrical	262,753	247,200	247,200	270,000
Heat	91,984	251,400	198,900	248,640
Water	7,050	10,300	10,300	7,500
Telephone	<u>266,805</u>	<u>233,800</u>	<u>258,800</u>	<u>300,000</u>
	<b>628,592</b>	<b>742,700</b>	<b>715,200</b>	<b>826,140</b>
<b>Repair/Maintenance</b>				
Building Maintenance	283,889	358,200	468,200	708,500
Garage Equipment Repair	39,631	42,000	42,000	42,000
Grounds Maintenance	10,387	8,700	43,700	12,000
Repair to Fuel Equipment	108,856	17,000	17,000	20,000
Road and General Equipment Repair	<u>1,613,340</u>	<u>1,773,000</u>	<u>1,773,000</u>	<u>1,700,000</u>
	<b>2,056,103</b>	<b>2,198,900</b>	<b>2,343,900</b>	<b>2,482,500</b>
<b>Capital Outlay</b>				
Land & Improvement		50,000	75,000	0
Buildings	124,036	342,100	692,753	275,000
Road Equipment	796,867	978,000	890,000	1,143,200
Shop Equipment	32,604	44,600	111,599	137,100
Storage Facilities	38,841	189,000	286,000	0
Office Equipment	<u>11,168</u>	<u>146,200</u>	<u>180,200</u>	<u>36,000</u>
	<b>1,003,516</b>	<b>1,749,900</b>	<b>2,235,552</b>	<b>1,591,300</b>
<b>TOTAL</b>	<b>\$7,698,372</b>	<b>\$8,976,181</b>	<b>\$9,822,033</b>	<b>\$9,548,229</b>

**Position - Salary Detail**

**Department: Central Operations**

**Division: Office of the Director**

<b>Authorized</b>		<b>Salary</b>		<b>Salary</b>
<b>Positions</b>	<b>Classification</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Appropriation</b>
1	Director of Central Operations	\$61,600	\$81,500	\$81,500
1	Fleet Manager	49,441	56,200	55,578
1	Secretary	34,275	36,255	35,853
<hr/>				<hr/>
<b>3</b>	<b>TOTAL</b>			<b>\$172,931</b>
		Overtime		3,200
		Seasonal		22,800
		Longevity		1,200
		<b>TOTAL SALARIES</b>		<hr/>
				<b>\$200,131</b>

# Department

## Position - Salary Detail

Department: Central Operations

Division: Purchasing

<u>Authorized</u>		<u>Salary</u>		<u>Salary</u>
<u>Positions</u>	<u>Classification</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	Purchasing Division Supervisor	\$53,012	\$60,116	\$59,449
1	Inventory Control Chief	40,947	46,356	42,633
2	Purchasing Agent	40,261	45,465	86,831
2	Office Clerk	31,862	33,723	66,700
1	Office Assistant	31,862	33,723	33,350
2	Storekeeper	39,666		78,458
4	Stock Clerk	38,106		150,156
<hr/>				
<b>13</b>	<b>TOTAL</b>			<b>\$517,577</b>
		Overtime		19,000
		Longevity		5,250
		<hr/>		
		<b>TOTAL SALARIES</b>		<b>\$541,827</b>

# Department

## Position - Salary Detail

Department: Central Operations

District #6: Fleet Maintenance

Authorized Positions	Classification	Salary		Salary
		Minimum	Maximum	Appropriation
1	Equipment Repair Manager	\$53,495	\$56,200	\$55,578
1	Office Clerk	31,862	33,723	33,350
3	Skilled Foreman	47,196	49,444	139,974
32	Mechanic	43,451		1,374,976
1	Small Tool Engine Repair Mechanic	40,331		39,879
1	Equipment Painter	39,666		39,229
1	Tire Repair	39,042		38,605
1	Laborer II	37,669		37,248
<hr/> 41	<b>TOTAL</b>			<hr/> <b>\$1,758,839</b>
			Overtime	190,000
			Longevity	42,005
			<b>TOTAL SALARIES &amp; Wages</b>	<hr/> <b>\$1,990,844</b>



## Position - Salary Detail

**Department: Central Operations**

**District #9: Buildings and Grounds**

<b>Authorized</b>		<b>Salary</b>		<b>Salary</b>
<b><u>Positions</u></b>	<b><u>Classification</u></b>	<b><u>Minimum</u></b>	<b><u>Maximum</u></b>	<b><u>Appropriation</u></b>
1	Facilities Manager	\$53,495	\$56,200	\$55,578
1	Raido Communicator	35,705	38,441	38,015
1	Skilled Foreman	47,196	49,444	46,658
1	Carpenter	43,451		42,968
1	Crew Leader	41,933		41,465
4	Building Maintenance Laborer	39,042		154,420
3	Watchman	37,960		112,617
4	Janitor	32,365		128,024
<hr/>				
<b>16</b>	<b>TOTAL</b>			<b>\$619,745</b>
				<hr/>
				Overtime 99,600
				Longevity 21,117
				<hr/>
<b>TOTAL SALARIES &amp; Wages</b>				<b>\$740,462</b>

\* Includes Night Shift Premium

## HUMAN RESOURCES

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

Included in these major responsibilities are:

- Diversity Awareness
- Benefit information systems
- United Way
- 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
- Prevention of Workplace Violence
- Employee Leave Policy Administration

The Human Resources Department 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 Human Resources Department; valuing employees as its most important resource, is its "Mission".

# Department

## Object Detail

### Department: Human Resources

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b> <b>(See Position-Salary Detail)</b>	<b>\$340,447</b>	<b>\$329,902</b>	<b>\$341,402</b>	<b>\$336,594</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	5,928	\$5,500	\$5,500	\$5,500
Books,Subscriptions&Publications	335	\$335	\$335	\$300
Membership Fees & Dues	<u>108</u>	<u>\$300</u>	<u>\$300</u>	<u>\$345</u>
	<b>6,371</b>	<b>6,135</b>	<b>6,135</b>	<b>6,145</b>
<b>Employee Benefits</b>				
Medical Exams	<b>15,131</b>	<b>12,000</b>	<b>12,000</b>	<b>15,000</b>
<b>Contracted Services</b>				
Labor Relations	55,295	59,500	59,500	59,500
Professional Services	<u>37,412</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>
	<b>92,707</b>	<b>83,500</b>	<b>83,500</b>	<b>83,500</b>
<b>Other Expenses</b>				
Travel	5,563	5,700	5,700	5,500
Advertising	2,851	2,000	9,500	5,000
Training	<u>10,661</u>	<u>9,131</u>	<u>9,131</u>	<u>11,000</u>
	<b>19,075</b>	<b>16,831</b>	<b>24,331</b>	<b>21,500</b>
<b>Capital Outlay</b>				
Office Equipment	<b>3,479</b>	<b>2,250</b>	<b>2,250</b>	<b>0</b>
<b>TOTAL</b>	<b>\$477,210</b>	<b>\$450,618</b>	<b>\$469,618</b>	<b>\$462,739</b>

**Position - Salary Detail**

**Department: Human Resources**

<b>Authorized</b>		<b>Salary</b>		<b>Salary</b>
<b><u>Positions</u></b>	<b><u>Classification</u></b>	<b><u>Minimum</u></b>	<b><u>Maximum</u></b>	<b><u>Appropriation</u></b>
1	Director of Human Resources	\$61,600	\$81,500	\$81,500
1	Senior Human Resources Specialist	53,012	60,116	59,449
3	Human Resources Specialist	44,193	50,008	146,122
1	Secretary - - Human Resources	33,188	38,196	37,773
<hr/>				
<b>6</b>	<b>TOTAL</b>			<b>\$324,844</b>
		Overtime		2,000
		Seasonal		9,000
		Longevity		750
<hr/>				
		<b>TOTAL SALARIES</b>		<b>\$336,594</b>

## 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 & 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 are another important responsibility.

## **Engineering (continued)**

### **Construction And Testing**

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

### **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.

## Object Detail

### Department: Engineering

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$4,058,971</b>	<b>\$4,332,057</b>	<b>\$4,523,757</b>	<b>\$4,960,826</b>
 <b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	43,267	41,200	41,200	45,500
Parts & Supplies	28,685	33,262	33,262	34,063
Books, Subscriptions & Publications	2,547	1,800	1,800	2,100
Membership Fees & Dues	1,030	1,200	1,200	1,510
Safety Control Expense	2,826	4,000	4,000	4,000
Photography Expense	817	1,000	1,000	1,000
Small Tools	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,500</u>
	<b>79,172</b>	<b>82,462</b>	<b>82,462</b>	<b>90,673</b>
 <b>Contracted Services</b>				
EDP Services	0	2,500	2,500	2,000
S.A.D. Projects Admin	14,283	24,000	114,632	24,000
Professional Services	216,639	2,478,450	125,450	210,574
Equipment Leases	9,888	9,000	9,000	9,000
Workers' Compensation Self Ins-Exp	<u>4,648</u>	<u>1,000</u>	<u>1,000</u>	<u>2,100</u>
	<b>245,458</b>	<b>2,514,950</b>	<b>252,582</b>	<b>247,674</b>
 <b>Other Expenses</b>				
Travel	7,245	8,460	8,460	8,460
Training	11,817	18,500	18,500	12,550
Right-of-Way-Program (Non-Project)	<u>0</u>	<u>1,000</u>	<u>1,000</u>	<u>2,500</u>
	<b>19,062</b>	<b>27,960</b>	<b>27,960</b>	<b>23,510</b>

## Object Detail

### Department: Engineering (continued)

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Capital Outlay</b>				
Road Equipment	655	0	0	0
Shop Equipment	6,051	0	0	0
Engineering Equipment	28,462	4,500	4,500	54,500
Office Equipment	<u>21,233</u>	<u>4,000</u>	<u>17,094</u>	<u>0</u>
	<b>56,401</b>	<b>8,500</b>	<b>21,594</b>	<b>54,500</b>
<b>TOTAL</b>	<b>\$4,459,064</b>	<b>\$6,965,929</b>	<b>\$4,908,355</b>	<b>\$5,377,183</b>



# Department

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## Position - Salary Detail

Department: Engineering

Division: Office of the Director

<u>Authorized</u> <u>Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Salary</u> <u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Engineering	\$61,600	\$81,500	\$71,236
1	Secretary	34,275	36,255	35,853
<hr/>				
<b>2</b>	<b>TOTAL</b>			<b>\$107,089</b>
		Overtime		500
		Seasonal		59,100
		Longevity		550
		<hr/>		
		<b>TOTAL SALARIES</b>		<b>\$167,239</b>

# Department

## Position - Salary Detail

Department: Engineering

Division: Right-of-Way

Authorized		Salary		Salary
<u>Positions</u>	<u>Classification</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	Right-of-Way & Contracts Engineer	\$56,432	\$64,015	\$63,306
1	Attorney II	48,646	55,101	54,490
1	Right-of-Way Appraiser	44,193	50,008	46,060
1	Engineering Technician III	40,947	46,356	45,842
2	Right-of-Way Agent	40,261	45,465	89,922
1	Engineering Technician II	36,747	41,452	40,992
1	Engineering Aide	35,705	38,441	36,634
1	Office Assistant	31,862	33,723	33,350
<hr/>				
9	TOTAL			<b>\$410,596</b>
		Overtime		50,000
		Longevity		11,842
		<hr/>		
		TOTAL SALARIES		<b>\$472,438</b>

# Department

## Position - Salary Detail

Department: Engineering

Division: Subdivision Improvement & Development

<u>Authorized</u>		<u>Salary</u>		<u>Salary</u>
<u>Positions</u>	<u>Classification</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	S.I.D. Supervisor	\$59,854	\$67,930	\$67,178
2	Civil Engineer III	49,441	56,200	108,480
1	Engineering Inspector III	40,947	46,356	45,842
1	Engineering Technician III	40,947	46,356	45,842
1	Plat Analyst	42,447	47,973	47,441
1	Special Assessment Analyst	40,261	45,465	44,961
3	Engineering Technician II	36,747	41,452	122,976
2	Engineering Inspector II	36,747	41,452	81,984
1	Engineering Aide	35,705	38,441	38,015
1	Office Assistant	31,862	33,723	33,350
<hr/>				<hr/>
<b>14</b>	<b>TOTAL</b>			<b>\$636,069</b>
		Overtime		130,000
		Longevity		25,159
				<hr/>
		<b>TOTAL SALARIES</b>		<b>\$791,228</b>

# Department

## Position - Salary Detail

Department: Engineering

Division: Design

<u>Authorized</u> <u>Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Salary</u> <u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Design Engineer	\$59,854	\$67,930	\$63,982
3	Civil Engineer III	49,441	56,200	161,382
3	Civil Engineer II	44,241	50,009	139,240
1	Survey Crew Chief	40,947	46,356	45,842
6	Engineering Technician II	36,747	41,452	245,952
1	Instrument Operator	35,705	38,441	35,644
1	Survey Assistant	29,128	30,803	30,462
<hr/>				
<b>16</b>	<b>TOTAL</b>			<b>\$722,504</b>
			Overtime	187,000
			Longevity	7,634
			<b>TOTAL SALARIES</b>	<b>\$917,138</b>

# Department

## Position - Salary Detail

Department: Engineering

Division: Construction & Testing

Authorized		Salary		Salary
<u>Positions</u>	<u>Classification</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	Construction Engineer	\$59,854	\$67,930	\$63,982
3	Civil Engineer III	49,441	56,200	166,734
1	Civil Engineer II	44,241	50,009	49,455
2	Engineering Inspector III	40,947	46,356	91,684
3	Survey Crew Chief	40,947	46,356	137,526
1	Utilities Coordinator	40,261	45,465	44,961
19	Engineering Inspector II	36,747	41,452	776,982
2	Engineering Aide	35,705	38,441	76,030
3	Instrument Operator	35,705	38,441	114,045
1	Office Assistant	31,862	33,723	33,350
3	Survey Assistant	29,128	30,803	90,179
<hr/>				<hr/>
39	TOTAL			\$1,644,928
		Overtime		604,500
		Longevity		64,089
				<hr/>
		TOTAL SALARIES		\$2,313,517

# Department

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## Position - Salary Detail

**Department: Engineering**

**Division: Programming**

<b>Authorized</b>		<b>Salary</b>		<b>Salary</b>
<b><u>Positions</u></b>	<b><u>Classification</u></b>	<b><u>Minimum</u></b>	<b><u>Maximum</u></b>	<b><u>Appropriation</u></b>
1	Programming Supervisor	\$56,432	\$64,015	\$63,306
1	Civil Engineer III	49,441	56,200	52,902
1	Civil Engineer II	44,241	50,009	49,455
1	Engineering Technician II	36,747	41,452	40,992
1	Engineering Aide	35,705	38,441	36,634
1	Office Assistant	31,862	33,723	33,350
<hr/>				<hr/>
<b>6</b>	<b>TOTAL</b>			<b>\$276,639</b>
		Overtime		10,000
		Longevity		12,627
		<hr/>		<hr/>
		<b>TOTAL SALARIES</b>		<b>\$299,266</b>

## **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 (ITS, accident location identification and correction, etc.)
- Evaluating proposed legislative action and transportation issues for their impact on RCOC
- Providing staff liaison to various state, regional, county and local transportation agencies and committees
- Monitoring land use developments and evaluating the impact of those developments on the transportation system
- Determining future transportation and Right of Way needs
- Evaluating requests for road certification and abandonment's
- 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. They also provide technical repairs and trouble-shooting on all personal computers as well as the servers and hardware in the Wide Area Network connecting all buildings and pc's.

## **Planning and Development (continued)**

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 programs to RCOC's needs, and developing new methods for analyzing RCOC data, reviewing and advising on acquisition of new software programs for each department as well as agency-wide, and ensuring that the entire network of hardware and software is up-to-date and operating efficiently.



## Object Detail

### Department: Planning & Development

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$489,663</b>	<b>\$552,717</b>	<b>\$621,417</b>	<b>\$633,165</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	18,815	7,800	7,800	9,750
Books, Subscriptions & Publications	301	430	430	500
Membership Fees & Dues	567	640	640	660
Data Processing Supplies	40,097	15,000	15,000	14,000
Photography Expense	<u>0</u>	<u>500</u>	<u>500</u>	<u>500</u>
	<b>59,780</b>	<b>24,370</b>	<b>24,370</b>	<b>25,410</b>
<b>Contracted Services</b>				
EDP Services	175,467	215,205	268,490	190,335
Professional Services	<u>342,661</u>	<u>473,760</u>	<u>1,205,304</u>	<u>1,017,000</u>
	<b>518,128</b>	<b>688,965</b>	<b>1,473,794</b>	<b>1,207,335</b>
<b>Other Expenses</b>				
Travel	5,191	8,450	8,450	8,500
Training	<u>109,342</u>	<u>137,700</u>	<u>198,929</u>	<u>67,100</u>
	<b>114,533</b>	<b>146,150</b>	<b>207,379</b>	<b>75,600</b>
<b>Capital Outlay</b>				
Office Equipment	<b>574,482</b>	<b>479,300</b>	<b>487,527</b>	<b>259,250</b>
<b>TOTAL</b>	<b>\$1,756,586</b>	<b>\$1,891,502</b>	<b>\$2,814,487</b>	<b>\$2,200,760</b>

**Position - Salary Detail**

**Department: Planning and Development**

<b>Authorized</b>		<b>Salary</b>		<b>Salary</b>
<b>Positions</b>	<b>Classification</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Appropriation</b>
1	Director of Planning & Development	\$61,600	\$81,500	\$81,500
1	Transportation Planning Coordinator	59,854	67,930	63,982
1	Planner III	49,441	56,200	55,578
1	Information Systems Supervisor	53,012	60,116	59,449
2	Planner II	44,241	50,009	98,910
2	Computer Programmer	44,241	50,009	95,490
1	Computer Technician	36,747	41,452	40,992
1	Secretary	34,275	41,452	40,992
1	Information Systems Clerk	34,257	36,255	35,853
<hr/>				
<b>11</b>	<b>TOTAL</b>			<b>\$572,746</b>
			Overtime	50,000
			Longevity	6,099
			Seasonal	4,320
			<b>TOTAL SALARIES</b>	<b>\$633,165</b>

## **TRAFFIC SAFETY**

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

### **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 geometric on construction plans. In addition, the Traffic Engineering Division provides engineering services to the operating districts that are responsible for installing and maintaining the traffic signs, traffic signals, and guardrails on the road system.

### **Signal Systems**

The Signal Systems Division has responsibility for the Traffic Signal Program, traffic signal retimings, engineering services to District 8, and the Intelligent Transportation Systems (ITS) project. This consists of the Sydney Coordinated Adaptive Traffic Systems (SCATS), using Autoscope video image processing for detection, and staffing the Traffic Operation Center. The funding for the ITS project is shown in the ITS program fund. The ITS Fund includes the CMAQ funding.

Applications planned for fiscal year 2000/2001 include:

- Installation of school zone signs with SCATS control
- Dial-up communications with Autoscoopes which will allow automated detection of camera movement, detector programming, and troubleshooting all from the TOC
- Integration of data from SMART buses
- Procurement and installation of communications network and equipment for closed circuit television (CCTV)

### **District 7**

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

**Traffic-Safety  
(continued)**

**District 8**

District 8 - Electrical is charged with the responsibility of maintaining approximately 1,350 traffic signals and other electrical devices 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 FAST-TRAC or Intelligent Transportation Systems projects.

<u>Budget</u>	<u>Fy 1998/1999 Budget</u>	<u>Fy 1999/2000 Budget</u>	<u>Fy 2000/2001 Budget</u>
Traffic Signal Installations	13	18	18
Traffic Signal Modernization's	31	33	31
Traffic Signals Maintained Including installations under jurisdictions of other agencies plus other electrical devices	1,320	1,333	1,350
Traffic Sign Maintenance (number of signs repaired)	24,000	24,580	24,234
Guardrail	6,900 ft	11,000 ft	11,000 ft

## Object Detail

### Department: Traffic Safety

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$4,280,993</b>	<b>\$4,300,992</b>	<b>\$4,542,992</b>	<b>\$4,658,211</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	21,100	26,755	26,755	26,373
Books, Subscriptions & Publications	670	747	747	769
Membership Fees & Dues	1,006	1,070	1,070	1,070
Safety Control Expense	22,841	21,000	21,000	30,130
Photography Expense	960	2,000	2,000	2,000
Materials - Electric Install/Modernize	898,118	834,065	666,910	478,210
Signs & Materials	405,194	481,836	481,836	552,450
Guardrail & Misc.	158,043	180,142	180,142	181,993
Small Tools	<u>30,387</u>	<u>38,000</u>	<u>38,000</u>	<u>38,000</u>
	<b>1,538,319</b>	<b>1,585,615</b>	<b>1,418,460</b>	<b>1,310,995</b>
<b>Contracted Services</b>				
EDP Services	1,304	3,400	3,400	3,400
Maintenance Contracts	1,077,774	1,061,824	1,450,153	1,212,250
Disposal of Hazardous Waste	0	500	500	500
Workers' Comp-Self Insured Exp	102,229	95,200	95,200	94,000
CMAQ-TOC-Operations	<u>178,858</u>	<u>445,000</u>	<u>0</u>	<u>0</u>
	<b>1,360,165</b>	<b>1,605,924</b>	<b>1,549,253</b>	<b>1,310,150</b>
<b>Other Expenses</b>				
Travel	6,155	6,050	6,050	6,245
Training	1,595	11,380	12,480	9,300
Special Training - District 8	<u>2,165</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
	<b>9,915</b>	<b>22,430</b>	<b>23,530</b>	<b>20,545</b>

## Object Detail

### Department: Traffic Safety (continued)

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Utilities</b>				
Street Lighting Utilities	19,913	22,350	22,350	23,180
Traffic Signal Utilities	<u>1,055,983</u>	<u>1,216,800</u>	<u>1,216,800</u>	<u>1,253,300</u>
	<b>1,075,896</b>	<b>1,239,150</b>	<b>1,239,150</b>	<b>1,276,480</b>
<b>Repair/Maintenance</b>				
Materials-Electric Maintenance	279,122	308,845	0	0
Radio Communication & Repair	8,640	20,327	20,327	20,937
Road & General Equipment Repair	<u>7,986</u>	<u>17,795</u>	<u>17,795</u>	<u>22,381</u>
	<b>295,748</b>	<b>346,967</b>	<b>38,122</b>	<b>43,318</b>
<b>Capital Outlay</b>				
Road Equipment	170,313	537,320	1,277,828	444,100
Shop Equipment	2,160	4,200	25,025	93,192
Office Equipment	<u>21,913</u>	<u>8,686</u>	<u>29,113</u>	<u>2,900</u>
	<b>194,386</b>	<b>550,206</b>	<b>1,331,966</b>	<b>540,192</b>
<b>TOTAL</b>	<b>\$8,755,422</b>	<b>\$9,651,284</b>	<b>\$10,143,473</b>	<b>\$9,159,891</b>

# Department

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## Position - Salary Detail

**Department: Traffic-Safety**

**Division: Office of Director**

<b>Authorized</b>		<b>Salary</b>		<b>Salary</b>
<b>Positions</b>	<b>Classification</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Appropriation</b>
1	Director of Traffic-Safety	\$61,600	\$81,500	\$81,500
1	Electrical Trainer	42,447	47,973	47,441
1	Secretary	34,275	36,255	35,853
<hr/>				<hr/>
<b>3</b>	<b>TOTAL</b>			<b>\$164,794</b>
		Overtime		2,000
		Seasonal		51,600
		Longevity		5,344
		<hr/>		<hr/>
		<b>TOTAL SALARIES</b>		<b>\$223,738</b>

# Department

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## Position - Salary Detail

**Department: Traffic-Safety**

**Division: Traffic Engineering**

<u>Authorized</u> <u>Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Salary</u> <u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Traffic Engineer	\$59,854	\$67,930	\$67,178
2	Civil Engineer III	49,441	56,200	111,156
1	Civil Engineer II	44,241	50,009	46,035
7	Engineering Technician II	36,747	41,452	286,944
1	Clerk Typist	31,862	33,723	31,509
<hr/>				
12	TOTAL			<hr/> <b>\$542,822</b>
			Overtime	83,200
			Longevity	29,313
				<hr/>
			<b>TOTAL SALARIES</b>	<b>\$655,335</b>



# Department

## Position - Salary Detail

Department: Traffic-Safety

Division: Signal System Division

Authorized Positions	Classification	Salary		Salary
		Minimum	Maximum	Appropriation
1	Signal Systems Engineer	\$53,012	\$60,116	59,189
1	FAST TRAC - Project Manager	53,012	60,116	52,902
3	Civil Engineer II	44,241	50,009	144,945
1	Planner II	44,241	50,009	46,035
1	Elec. Services Coordinator	42,447	47,973	47,441
1	Engineering Technician II	36,747	41,452	39,126
2	Electrical Technician II	36,747	41,452	81,984
1	Office Assistant	31,862	33,723	33,350
<hr/>				
11	TOTAL			<hr/> \$504,972
		Overtime		60,000
		Longevity		6,394
		<hr/> TOTAL SALARIES		<hr/> \$571,366

\*Professional Engineer

# Department

## Position - Salary Detail

Department: Traffic-Safety

District #7: Sign Shop

<u>Authorized</u>		<u>Salary</u>		<u>Salary</u>
<u>Positions</u>	<u>Classification</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	District Superintendent	53,495	56,200	55,578
1	Office Clerk	31,862	33,723	33,350
3	Foreman	44,030	46,126	136,836
3	Auger Operator	41,933		124,395
8	Sign Truck Driver	39,666		313,832
1	Street Sign Blade Installer	39,666		39,229
1	Sign Fabricator	39,666		39,229
3	Guard Rail Installer	39,042		115,108
2	Traffic Counter	39,042		77,210
1	Asst. Sign Fabricator	39,042		38,605
1	Street Sign Fabricator	39,042		38,605
14	Laborer II	37,66		521,472
<hr/>				<hr/>
39	TOTAL			\$1,533,449
			Overtime	120,000
			Longevity	63,253
			Winter Maintenance Transfer	(119,039)
				<hr/>
			TOTAL SALARIES & WAGES	\$1,597,663

# Department

## Position - Salary Detail

Department: Traffic-Safety

District #8: Electrical Services

<u>Authorized</u> <u>Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Salary</u> <u>Appropriation</u>	
		<u>Minimum</u>	<u>Maximum</u>		
1	District Superintendent	\$53,495	\$56,200	\$55,578	
1	Office Clerk	31,862	33,723	33,350	
3	Skilled Foreman	47,196	49,444	139,974	
3	State Licensed Electrician	44,949		133,350	
19	Electrician	43,451		811,322	
1	Radio Repairman	43,451		42,968	
4	Underground Laborer	39,042		153,006	
<hr/>					
32	TOTAL			\$1,369,548	
				Overtime	225,000
				Longevity	40,053
				Winter Maintenance Transfer	(24,492)
<hr/>					
TOTAL SALARIES & WAGES					\$1,610,109

## 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 those who propose to work within the public road right-of-way have met appropriate bonds, insurance's, and other requirements.

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

## Object Detail

### Department: Permits & Environmental Concerns

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$884,489</b>	<b>\$909,500</b>	<b>\$948,200</b>	<b>\$979,394</b>
 <b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	16,964	19,200	19,200	17,000
Books, Subscriptions & Publications	387	325	325	450
Membership Fees & Dues	420	450	450	450
Safety Control Expense	75	200	200	200
Uniform Expense	6	200	200	200
Photography Expense	2,623	500	500	1,000
Small Tools	815	800	800	800
Adopt A Road	<u>60</u>	<u>4,000</u>	<u>4,000</u>	<u>6,000</u>
	<b>21,350</b>	<b>25,675</b>	<b>25,675</b>	<b>26,100</b>
 <b>Contracted Services</b>				
EDP Services	2,250	3,500	3,500	3,700
Maintenance Contracts	15,040	53,000	78,000	18,000
Map & Brochure Printing	<u>0</u>	<u>0</u>	<u>0</u>	<u>20,000</u>
	<b>17,290</b>	<b>56,500</b>	<b>81,500</b>	<b>41,700</b>
 <b>Other Expenses</b>				
Travel	2,866	3,000	3,000	3,200
Training	<u>2,251</u>	<u>4,153</u>	<u>4,153</u>	<u>4,400</u>
	<b>5,117</b>	<b>7,153</b>	<b>7,153</b>	<b>7,600</b>

**Object Detail**

**Department: Permits & Environmental Concerns**

**Object**

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Capital Outlay</b>				
Office Equipment	6,834	0	5,680	0
<b>TOTAL</b>	<b>\$935,080</b>	<b>\$998,828</b>	<b>\$1,068,208</b>	<b>\$1,054,794</b>

# Department

## Position - Salary Detail

### Department: Permits and Environmental Concerns

<u>Authorized</u> <u>Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Salary</u> <u>Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Permits & Environmental Concerns	\$61,600	\$81,500	\$81,500
1	Permits Engineer Environmental Concerns	56,432	64,015	63,306
1	Coordinator	53,012	60,116	59,449
1	Environmentalist II	44,241	50,009	49,455
1	Civil Engineer II	44,241	50,009	43,750
2	Engineering Inspector III	40,947	46,356	90,668
1	Chief Weighmaster	38,101	43,063	42,586
7	Engineering Inspector II	36,747	41,452	286,944
1	Office Manager	36,747	41,452	40,992
1	Weighmaster	36,747	41,452	40,992
1	Secretary	34,275	36,255	35,853
2	Clerk Typist	29,128	30,803	60,924
<hr/>				<hr/>
<b>20</b>	<b>TOTAL</b>			<b>\$896,419</b>
		Overtime		47,000
		Seasonal		9,120
		Longevity		26,855
		<b>TOTAL SALARIES</b>		<hr/> <b>\$979,394</b>

## HIGHWAY MAINTENANCE

The Highway Maintenance department is comprised of six 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

- Pothole 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



**Highway Maintenance  
(continued)**

- Tree Removal
- Asphalt Paving (preservation overlays)

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

	<b>1999/2000 Est Cost/Unit</b>	<b>1999/2000 Est Total Cost</b>	<b>2000/2001 Est Cost/Unit</b>	<b>2000/2001 Est Total Cost</b>
<b>Gravel Delivered</b>	\$6.50	\$156,000	\$6.50	\$149,500
<b>Gravel at Pit</b>	4.45	169,100	4.45	173,550
<b>Hot Mix</b>	26.25	128,625	26.50	132,500
<b>Salt</b>	27.50	2,475,000	18.50	1,665,000
<b>Sand</b>	11.85	177,750	11.55	173,250
<b>Slag</b>	6.75	175,500	6.75	300,000
<b>Culvert</b>	6.50	33,800	6.50	33,800

## Object Detail

### Department: Highway Maintenance

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Salaries</b>				
<b>(See Position-Salary Detail)</b>	<b>\$9,822,993</b>	<b>\$9,695,331</b>	<b>\$10,334,131</b>	<b>\$10,309,327</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	24,757	25,000	25,000	26,000
Books, Subscriptions & Publications	107	250	250	250
Membership Fees & Dues	380	410	410	510
Safety Control Expense	38,878	35,000	35,000	35,000
Brine Well	102,770	45,940	45,940	47,320
Barricades	22,400	14,000	14,000	14,000
Photography Expense	1,060	1,500	1,500	2,000
Gravel & Slag	865,829	636,350	886,350	767,850
Patching Material	395,760	300,825	300,825	304,700
Salt, Sand & Chloride	2,510,444	2,652,750	1,402,750	1,838,250
Liquid Chloride	316	0	0	0
Signs & Materials	2,526	8,000	8,000	8,000
Other Road Materials	171,685	280,000	280,000	285,000
Small Tools - Road	<u>50,790</u>	<u>52,000</u>	<u>52,000</u>	<u>55,000</u>
	<b>4,187,702</b>	<b>4,052,025</b>	<b>3,052,025</b>	<b>3,383,880</b>
<b>Contracted Services</b>				
Maintenance Contracts	7,205,473	4,550,220	8,244,757	4,338,522
Weather Forecast Service	3,769	4,000	4,000	17,000
Outside Equipment Rental	50,450	55,000	55,000	55,000
Local Maintenance Contracts	636,666	846,987	919,943	859,874
Disposal of Hazardous Waste	12,324	25,000	25,000	25,000
Workers' Comp Self-Ins Exp	<u>250,479</u>	<u>213,500</u>	<u>213,500</u>	<u>206,000</u>
	<b>8,159,161</b>	<b>5,694,707</b>	<b>9,462,200</b>	<b>5,501,396</b>

# Department

## Object Detail

### Department: Highway Maintenance (continued)

#### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b>Other Expenses</b>				
Travel	11,073	9,650	9,650	10,650
Training	<u>6,206</u>	<u>10,750</u>	<u>10,750</u>	<u>12,450</u>
	<b>17,279</b>	<b>20,400</b>	<b>20,400</b>	<b>23,100</b>
<b>Capital Outlay</b>				
Road Equipment	2,203,293	3,579,500	5,852,393	4,502,451
Shop Equipment	35,253	29,000	36,100	3,000
Office Equipment	<u>0</u>	<u>2,400</u>	<u>14,400</u>	<u>0</u>
	<b>2,238,546</b>	<b>3,610,900</b>	<b>5,902,893</b>	<b>4,505,451</b>
<b>TOTAL</b>	<b>\$24,425,681</b>	<b>\$23,073,363</b>	<b>\$28,771,649</b>	<b>\$23,723,154</b>

# Department

## Position - Salary Detail

Department: Highway Maintenance

Division: Office of Director

Authorized <u>Positions</u>	<u>Classification</u>	Salary		Salary
		<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	Director of Highway Maintenance	\$66,300	\$87,700	\$87,700
1	Maintenance Operations Engineer	59,854	67,930	67,178
1	Civil Engineer III	49,441	56,200	55,578
1	Contract Admn/Forestry	49,441	56,200	55,578
1	Foreman	44,030	46,126	45,612
2	Equipment Instructor	40,261	45,465	89,922
1	Maintenance Analyst	42,447	47,973	44,161
1	Engineering Technician II	36,747	41,452	40,992
1	Secretary	34,275	36,255	35,853
1	Account Clerk	34,275	36,255	35,853
<hr/>				<hr/>
11	TOTAL			\$558,427
			Overtime	28,498
			Seasonal	100,320
			Longevity	<u>25,680</u>
			TOTAL SALARIES	\$712,925

# Department

## Position - Salary Detail

**Department: Highway Maintenance**

**District #1: Milford**

<u>Authorized</u>		<u>Salary</u>		<u>Salary</u>
<u>Positions</u>	<u>Classification</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	District Superintendant	\$53,495	\$56,200	\$55,578
1	District Clerk	31,862	33,723	31,509
3	Foreman	44,030	46,126	136,836
1	Crew Leader	41,933		41,465
1	Forestry Crew Leader	41,933		41,465
5	Grader Operator	39,666		196,145
2	Tree Trimmer	39,666		78,458
1	Shovel/Patchmaster Operator	39,666		39,229
6	Float Operator	39,042		231,630
7	Tandem Float Driver	39,042		270,235
1	Tire Repair	39,042		38,605
1	Shoulder Maintainer	39,042		38,605
1	Loader Operator	39,042		38,605
3	Tractor Semi-Driver	39,042		115,815
1	Skilled Laborer I	39,042		38,605
1	Vactor Operator	39,042		38,605
1	Grade Person	37,960		37,539
1	Laborer II	37,669		37,248
<b>38</b>	<b>TOTAL</b>			<b>\$1,506,177</b>
			Overtime	231,007
			Longevity	49,961
			Winter Maintenance Transfer	(\$61,230)
			<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$1,725,915</b>

# Department

## Position - Salary Detail

Department: Highway Maintenance

District #2: Davisburg

Authorized Positions	Classification	Salary		Salary
		Minimum	Maximum	Appropriation
1	District Superintendent	53,495	56,200	\$55,578
1	District Clerk	31,862	33,723	31,509
3	Foreman	44,030	46,126	136,836
1	Crew Leader	41,933		41,465
1	Forestry Crew Leader	41,933		41,465
6	Grader Operator	39,666		235,374
2	Tree Trimmer	39,666		78,458
1	Shovel/Patchmaster Operator	39,666		39,229
6	Float Operator	39,042		231,630
7	Tandem Float Driver	39,042		270,235
1	Tire Repair	39,042		38,605
2	Tractor Semi-Driver	39,042		77,210
1	Loader Operator	39,042		38,605
1	Vactor Operator	39,042		38,605
1	Shoulder Maintainer	39,042		38,605
1	Grade Person	37,960		37,539
1	Laborer II	37,669		37,248
<hr/> 37	<b>TOTAL</b>			<hr/> <b>\$1,468,196</b>
			Overtime	202,413
			Longevity	72,774
			Winter Maintenance Transfer	<u>(73,477)</u>
			<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$1,669,906</b>

# Department

## Position - Salary Detail

Department: Highway Maintenance

District #3: Lake Orion

Authorized		Salary		Salary
<u>Positions</u>	<u>Classification</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	District Superintendent	\$53,495	\$56,200	\$55,578
1	District Clerk	31,862	33,723	31,509
3	Foreman	44,030	46,126	136,836
1	Crew Leader	41,933		41,465
1	Forestry Crew Leader	41,934		41,465
6	Grader Operator	39,666		235,374
2	Tree Trimmer	39,666		78,458
1	Shovel/Patchmaster Operator	39,666		39,229
4	Float Operator	39,042		154,420
8	Tandem Float Driver	39,042		308,840
1	Loader Operator	39,042		38,605
1	Tire Repair	39,042		38,605
2	Tractor Semi-Driver	39,042		77,210
1	Vactor Operator	39,042		38,605
1	Grade Person	37,960		37,539
3	Laborer II	37,669		111,744
<hr/>				<hr/>
37	TOTAL			\$1,465,482
			Overtime	205,539
			Longevity	69,803
			Winter Maintenance Transfer	<u>(61,230)</u>
			<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$1,679,594</b>

# Department

## Position - Salary Detail

Department: Highway Maintenance

District #4: Waterford

Authorized Positions	Classification	Salary		Salary
		Minimum	Maximum	Appropriation
1	District Superintendent	\$53,495	\$56,200	\$55,578
1	District Clerk	31,862	33,723	31,509
4	Foreman	44,030	46,126	182,448
2	Grader Operator	39,666		78,458
2	Shovel/Patchmaster Operator	39,666		78,458
9	Float Operator	39,042		347,445
1	Loader Operator	39,042		38,605
2	Skilled Laborer I	39,042		77,210
1	Shoulder Maintainer	39,042		38,605
10	Tandem Float Driver	39,042		386,050
1	Vactor Operator	39,042		38,605
2	Grade Person	37,960		75,078
1	Small Tool Rep./Janitor	37,960		37,539
4	Laborer II	37,669		148,992
<hr/> 41	<b>TOTAL</b>			<hr/> <b>\$1,614,580</b>
			Overtime	217,576
			Longevity	34,811
			Winter Maintenance/Alternate Shift Premium	<u>39,142</u>
			<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$1,906,109</b>



# Department

## Position - Salary Detail

Department: Highway Maintenance

District #4S: Southfield

Authorized Positions	Classification	Salary		Salary
		Minimum	Maximum	Appropriation
1	District Superintendent	\$53,495	\$56,200	\$55,578
1	District Clerk	31,862	33,723	31,509
2	Foreman	44,030	46,126	91,224
1	Shovel/Patchmaster Operator	39,666		39,229
5	Float Operator	39,042		193,025
2	Skilled Laborer I	39,042		77,210
1	Shoulder Maintainer	39,042		38,605
1	Loader Operator	39,042		38,605
8	Tandem Float Driver	39,042		308,840
1	Tire Repair	39,042		38,605
1	Vactor Operator	39,042		38,605
2	Laborer II	37,669		74,496
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26	TOTAL			\$1,025,531
			Overtime	180,704
			Longevity	18,731
			Winter Maintenance/Alternate Shift Premium	<u>187,425</u>
			<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$1,412,391</b>

# Department

## Position - Salary Detail

Department: Highway Maintenance

District #4T: Troy

Authorized		Salary		Salary
<u>Positions</u>	<u>Classification</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Appropriation</u>
1	District Superintendent	\$53,495	\$56,200	\$55,578
1	District Clerk	31,862	33,723	31,509
2	Foreman	44,030	46,126	91,224
1	Shovel/Patchmaster Operator	39,666		39,229
6	Float Operator	39,042		231,630
2	Skilled Laborer I	39,042		77,210
5	Tandem FloatDriver	39,042		193,025
1	Loader Operator	39,042		38,605
1	Tire Repair	39,042		38,605
1	Vactor Operator	39,042		38,605
1	Shouldrer Maintainer	39,042		38,605
2	Laborer II	37,669		74,496
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24	TOTAL			\$948,321
			Overtime	127,462
			Longevity	26,499
			Winter Maintenance/Alternate Shift Premium	<u>100,205</u>
			<b>TOTAL SALARIES &amp; WAGES</b>	<b>\$1,202,487</b>

# Non-Departmental

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## NON-DEPARTMENTAL

### 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 annual physical and wellness program.

### Supplies, Materials And Parts

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

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

### **Other Administrative Expenses**

### **Inventory Adjustment**

### Other Expenses

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

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

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

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

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

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

# Non-Departmental

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## Non-Departmental (continued)

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

## Debt Service

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

# Non-Department

## Object Detail

Department: Non-Departmental

### Object

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
<b><u>Employee Benefits</u></b>				
Social Security	1,857,583	2,054,231	2,054,231	2,171,600
Sick Leave Redemption	\$73,126	\$125,000	\$125,000	\$100,000
Dental Insurance-Self Insured Expense	392,187	380,000	380,000	390,000
Hospitalization Self-Insured Expense	3,333,567	3,900,000	3,905,691	4,300,000
Vision Care	122,756	55,000	55,000	55,000
Major Medical Insurance	207,236	240,000	240,000	225,000
Prescription Drugs Self-Insured Exp	792,490	848,000	848,000	1,000,000
Life Insurance	134,992	150,000	150,000	150,000
Retirement-Employer Contribution	3,204,749	3,400,000	3,400,000	2,700,000
Workers' Compensation	75,317	435,000	435,000	100,000
Service Fees (Workers' Comp)	40,080	51,000	51,000	50,000
Workers'Compensation Self Insured Exp	216,914	112,500	112,500	400,000
Unemployment Insurance	10,919	5,000	5,000	5,000
Annual Physical/Wellness Program	<u>22,118</u>	<u>30,000</u>	<u>30,000</u>	<u>25,000</u>
	<b>10,484,034</b>	<b>11,785,731</b>	<b>11,791,422</b>	<b>11,671,600</b>
<b><u>Supplies, Materials &amp; Parts</u></b>				
Membership Fees & Dues	\$58,461	\$72,000	\$72,000	\$74,200
First Aid Supplies	2,750	3,800	3,800	4,000
Other Administration Expense	809,068	30,000	30,000	30,000
Inventory Adjustment	<u>(60,088)</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
	<b>810,191</b>	<b>140,800</b>	<b>140,800</b>	<b>143,200</b>
<b><u>Other Expenses</u></b>				
Buildings & Contents Insurance	47,236	43,000	43,000	43,000
Fleet Liability Insurance	130,079	175,000	175,000	150,000
Fiduciary & Performance Bond	20,692	24,000	24,000	24,000
Public Officials & Employees	12,500	27,500	27,500	28,000
General Liability Insurance	462,000	575,000	575,000	550,000

# Non-Department

## Object Detail

### Non-Departmental (continued)

	<u>1999 Actual</u>	<u>99/2000 Budget</u>	<u>99/2000 Estimate</u>	<u>2000/2001 Budget</u>
General Liability-Self Insured Expense	391,848	2,200,000	2,200,000	2,170,000
Service Fees (General Liability)	33,364	50,000	50,000	45,000
Special Risk Liability Self-Insured Exp	359,029	100,000	100,000	200,000
Drug/Alcohol Testing	9,810	15,000	15,000	15,000
Road Commission Contingency	0	627,786	575,286	581,242
Personal Turnover-Attrition	<u>0</u>	<u>0</u>	<u>(400,000)</u>	<u>(400,000)</u>
	<b>1,466,558</b>	<b>3,837,286</b>	<b>3,384,786</b>	<b>3,406,242</b>
<b>Debt Service</b>				
Debt Service	331,191	879,100	879,100	562,414
Bond Payment Fees & Issue Cost	<u>38,912</u>	<u>1,000</u>	<u>1,000</u>	<u>81,000</u>
	<b>370,103</b>	<b>880,100</b>	<b>880,100</b>	<b>643,414</b>
ITS Contributions	612,212	329,000	0	0
ITS SEMSIM	<u>0</u>	<u>78,000</u>	<u>0</u>	<u>0</u>
	<b>612,212</b>	<b>407,000</b>	<b>0</b>	<b>0</b>
<b>NON-DEPARTMENTAL TOTAL</b>	<b>13,743,098</b>	<b>17,050,917</b>	<b>16,197,108</b>	<b>15,864,456</b>

# ITS/SEMSIM Program

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## Summary of ITS/SEMSIM Program

Fiscal Year Ending September 30, 2001

### Revenue

Federal Revenue - - ITS	\$1,975,000
MTF and Other RCOC Funding - - ITS	534,000
Cities and Villages Revenue - - ITS	50,000
Federal Revenue - - SEMSIM	1,616,000
MTF and Other RCOC Funding - - SEMSIM	101,000
Municipal Agencies Revenue - - SEMSIM	303,000
<b>Total Revenue</b>	<b>\$4,579,000</b>

### Expenditures

Project Expenses - - ITS	\$2,209,000
Projects - - Traffic Safety Labor Costs - - ITS	350,000
Project Expenses - - SEMSIM	1,970,000
Projects - - Traffic Safety Labor Costs - - SEMSIM	50,000
<b>Total Expenditures</b>	<b>\$4,579,000</b>

# Special Assessment Fund

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

Fiscal Year Ending September 30, 2001

### Revenue

Revenue From Assessment Rolls	\$2,200,000
Road Fund Contribution Net Underassessment	25,000
Interest On Assessment Rolls	300,000
Interest on Investments	100,000
<b>Total Revenue</b>	<b>\$2,625,000</b>

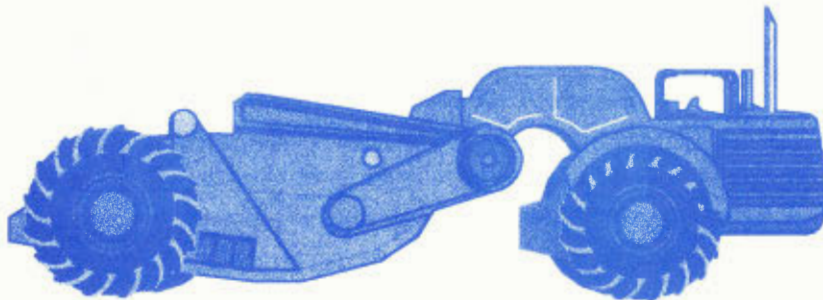
### Expenditures

Construction:	
Contractor Payments	\$2,769,000
Engineering & Administration	543,800
Interest on Debt	286,174
Principal Payment on Debt	730,000
Refunds of Overassessments to Participants - - Net	50,000
Note Payment Fees & Issue Costs	<u>10,000</u>
<b>Total Expenditures</b>	<b>\$4,388,974</b>

<b>Revenue Over/(Under) Expenditures</b>	<b>(1,763,974)</b>
<b>Fund Balance - - September 30, 2000</b>	<b><u>6,001,025</u></b>
<b>Fund Balance - - September 30, 2001</b>	<b>\$4,237,051</b>



# Capital Budgeting



# Act 51 Summary

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## MAINTENANCE EXPENDITURES

### For Compliance With Section 12 (16) of Act 51

1.	Total Michigan Transportation Fund Revenue	\$59,474,000
	Less:	
2.	Administrative Expenses	(\$5,649,893)
3.	Capital Outlay	(\$6,952,693)
4.	Debt Service	(\$643,414)
5.	<b>Total (Line 1 less Lines 2 thru 4)</b>	<b>\$46,228,000</b>
6.	Routine Maintenance	\$39,461,000
7.	Heavy Maintenance (Projects Maintenance)	\$26,440,000
8.	Less Federal Aid - - Heavy Maintenance	(\$7,932,000)
9.	<b>Total Maintenance</b>	<b>\$57,969,000</b>
10.	90% of Line 5	\$41,605,200

# Capital Budgeting

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## CAPITAL OUTLAY

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

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 \$6,952,693 is budgeted in 2000/01 for capital purchases.

The agency's Wide Area Network computer system equipment was installed in 1997 replacing an older main frame system. The goal is to maximize operational efficiency of the Road Commission through electronic (hardware and software) improvements. This fiscal year marks the fourth of a four-year process improvement program to the Road Commission's Financial Management Information System. The new client-server system includes the following features:

- Installation of software and connection to the Oakland County data base to provide user access to a Geographic Information System (GIS)
- Systematic replacement and upgrade of desktop pc's
- Completion of the enterprise wide, integrated software package implementation.
- Emergency Road Information Network (ERINET)
- Electronic Document Imaging and Storage Management System

The agency's electronic communication system has been replaced by a faster system. The new system allows linkage to other public agency computer systems throughout the county and via the Internet, to other systems throughout the world.

## VEHICLE FLEET STATUS

The Road Commission developed a quantitative approach to assessing fleet status. This approach tracks the average age,

# Capital Budgeting

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## VEHICLE FLEET STATUS

(continued)

miles driven, and cumulative maintenance costs of the automobiles, vans, pickups, and heavy trucks in the fleet.

Major vehicle purchases, coupled with aggressive preventive maintenance and improved vehicle specification procedures, have resulted in a significant improvement in fleet readiness in recent years. This aggressive effort shows a significant decline in the average cumulative maintenance cost in all vehicle classes. This clearly shows that the aggressive modernization program is a major contributing factor to fleet readiness.

Due to financial limitations in recent years, major purchase 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 major concern.

## Criteria

The Road Commission's criteria for replacement of its equipment is the average age, miles driven and cumulative maintenance costs. Compared to an average standard that has been set up for each type of vehicle in the fleet.

The decision for replacement of RCOC's road equipment, which represents the major share of capital expenditures, is then based on the fleet manager's recommendations evaluated against the total capital outlay request.

## Cost/Benefit Analysis

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

## The Road Commission Passenger Car Fleet

The typical RCOC passenger 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. RCOC has continued to reduce the number of passenger cars in the fleet.

## **VEHICLE FLEET STATUS (continued)**

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

Thirty-six pickups and vans will be replaced in fiscal year 2000/01 with 2 vans, 27 pickups and 7 FWD vehicles. In a survey of the 100 oldest RCOC pickups and vans the average RCOC vehicle was over six years old. Approximately twenty-five percent have cumulative maintenance costs in excess of the original purchase price.

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

The 2000/01 Budget contains an appropriation to replace some aging and obsolete heavy road equipment. A detail of these expenditures can be found in the "Detail of Capital Outlay" later in this section.

The projected 2000/01 investment in the vehicle fleet is one of the most cost-effective strategies for maintaining fleet readiness.

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

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

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

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

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.

140 vehicles in the heavy equipment category are 7-cyd or 12-cyd trucks. Of these, 15 are being replaced in 2000/01 and 7 new are being added. Funding constraints have not allowed for normal replacement of an RCOC aging fleet.

## **Costs/Benefits of Repairing vs. Replacing**

The cost/benefit analysis 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 two potential factors which significantly contribute to fleet readiness and hence, to the decision to continue repairing an aging vehicle or to replace it:

- Probability of future equipment downtime, especially during critical operations
- 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.

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

However, calculation of the impact of downtime is not a simple matter. Preventive 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 snowstorm, but a much lower cost is placed on 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.

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 extensive usage will increase the probability of equipment failure even on aggressively maintained vehicles. Operation of vehicles for spreading salt and other corrosive materials contributes to deterioration of frames and bodies at an accelerated rate, regardless of maintenance practices. Grading and snow plowing place stresses on equipment not experienced by similar over-the-road vehicles. Many RCOC passenger cars and pickups are driven extensively on gravel roads and through construction zones, thus contributing added stress not present in similar vehicles driven by the general public.

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

Nevertheless, the decision to replace aging equipment is not simply a matter of age, miles driven, or 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 either to continue maintaining the existing vehicle or to acquire a new vehicle solely on the basis of age.

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



# Capital Budgeting

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## Calculating the Cost/Benefit of Repair vs. Replacement (continued)

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 an 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?
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.

# Capital Budgeting

## DETAIL OF CAPITAL OUTLAY

### Legal

#### Office Equipment

1 Office Work Station	<u>\$2,000</u>	<u>2,000</u>	2,000
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### Central Operations

#### Building

Replace roof District 2 garage	200,000		
Replace roof Cold Storage building	<u>75,000</u>	<u>275,000</u>	

#### Shop Equipment

Forklift	50,000		
2 - Sommers portable hoist	54,000		
2 - Wire Feed Welder	8,200		
2 - Plasma Cutter	6,000		
8 - Ten-ton Fram Stand	4,400		
4 - Ten-ton Service Jack	11,200		
Laser Level	<u>3,300</u>	<u>137,100</u>	

#### Road Equipment

7 - Half-ton Extended Cab Pickups	154,000		
25 - 3/4 Ton Pickups	550,000		
2 - Heavy-Duty Vans	55,000		
One-Ton Stake Truck	34,600		
Low-Boy Trailer	50,000		
6 - Cars	138,600		
7 - Four-Door FWD Utility Vehicles	<u>161,000</u>	<u>1,143,200</u>	

#### Office Equipment

4 - Heavy Use Copiers	26,000		
4 - Fax Machines	6,000		
Small Copier	3,000		
Desk	<u>1,000</u>	<u>\$36,000</u>	

**\$1,591,300**

# Capital Budgeting

## DETAIL OF CAPITAL OUTLAY

### Engineering

Engineering Equipment			
ArcInfo Extension Software	1,500		
Electronic Planimeter	1,500		
Core Bits	2,000		
Drill Bits	3,000		
Concrete Compression Tester	2,500		
2 - AutoCad Software	4,000		
Flashpoint Oven	10,000		
Total Station	<u>30,000</u>		
		<u>54,500</u>	<u>54,500</u>

### Planning & Development

Office Equipment			
Office Furniture	1,810		
2 - Desk Top Computers	3,400		
3 - Lap Top Computers	7,500		
30 - PC's	51,000		
10 - Lap Top Computers	25,000		
2 - High Capacity Color Printers	6,000		
2 - Net Work Printers	8,000		
EDMS Juke Box	10,000		
Scanner	\$3,500		
Approve IT Package	3,040		
2 - GIS Business Objects	10,000		
2 - ArchInfo Upgrade	3,000		
EDMS Package	25,000		
30 - MS Projects	12,000		
8 - CAD Land Development Package	28,000		
120 - MS Windows 98 Upgrade	24,000		
190 - MS Office 2000 Upgrade	<u>38,000</u>		
		<u>259,250</u>	<u>259,250</u>

### Traffic Safety

Office Equipment			
3 - Office Desk	1,800		
Desktop Copier Fax	500		
Projector Screen	<u>600</u>		
		<u>2,900</u>	

# Capital Budgeting

## DETAIL OF CAPITAL OUTLAY

### Traffic Safety (continued)

Road Equipment		
Air Hammer	1,200	
2 - Chain Saws	1,000	
2 - Impact Wrenches	500	
Hilti Hammer Drill	1,000	
10 - Traffic Counters	12,000	
Attenuator Truck	18,000	
Sign Truck with Boom	140,700	
10 - Radios	10,000	
68 - Radios	68,000	
2 - Radio-Special	1,000	
Signal Truck with Boom & Generator	140,700	
Trencher Hand held with Trailer	10,000	
Tractor with Front End Loader	<u>40,000</u>	
		<u>444,100</u>

### Shop Equipment

10 - Lockers	2,000		
ATSI Ground Rod Tester	1,895		
ATSI A-3730 Ground Rod Tester	2,295		
Epic Suitcase Tester	2,414		
Epic Suitcase Tester with Controller	2,588		
4 - Radio Base Stations	4,000		
Hot Air Solder/Desolder Station	8,000		
Voting Receiver System for Frequency 1&2	60,000		
District 4 Communication Console	<u>10,000</u>		
		<u>93,192</u>	<b>540,192</b>

### Highway Maintenance

Road Equipment		
2 - Forestry Boom Truck	284,000	
Grader	179,000	
Sewer Cleaning Truck	237,000	
3 - 20 Cubic Yard Dump Trailers	144,000	
22 - 12 Cyd Trucks	2,725,800	
Truck Mounted Shovel	252,000	
6 - Tractors with Mowers	276,000	
6 - Truck Mounted Attenuators	94,800	
Self Propelled Broom	30,000	
12 - Air Hammers	16,800	

# Capital Budgeting

## DETAIL OF CAPITAL OUTLAY

### Highway Maintenance (continued)

Trailer Mounted Compressor	15,000		
7 - Trailer Mounted Barricades	38,500		
2 - V Box 11 Yard Insert	24,000		
3 - 1 Ton Pickup 4x4 with Plow	94,500		
2 - Prime Rig	30,000		
Steel Drum Roller with Trailer	40,000		
3 - 3" Trash Pumps	3,600		
Weed Eaters & Chain Saws	2,451		
Concrete Saw	<u>15,000</u>		
		<u>4,502,451</u>	

### Shop Equipment

2 - 20 Ton Floor Jack	<u>3,000</u>		
		<u>3,000</u>	<b>4,505,451</b>

### TOTAL CAPITAL OUTLAY

**6,952,693**

# Capital Budgeting

## CAPITAL OUTLAY HISTORY

<u>Department</u>	<u>1998</u> <u>Actual</u>	<u>1999</u> <u>Actual</u>	<u>1999/2000</u> <u>Amended</u> <u>Budget</u>	<u>2000/2001</u> <u>Budget</u>
<b>Managing Director</b>				
Office Equipment	\$20,061	\$14,164	\$6,300	\$0
<b>Citizen Services</b>				
Office Equipment	1,065	1,065	1,300	0
<b>Finance</b>				
Office Equipment	1,600	825	4,000	0
<b>Legal</b>				
Office Equipment	10,870	1,223	4,031	2,000
<b>Central Operations</b>				
Land & Improvements			75,000	
Buildings	43,868	124,036	692,752	275,000
Road Equipment	487,514	796,867	890,000	1,143,200
Shop Equipment	19,833	32,604	111,599	137,100
Storage Facilities	5,236	38,841	286,000	
Office Equipment	20,562	11,167	180,200	36,000
<b>Human Resources</b>				
Office Equipment	0	3,479	2,250	0
<b>Engineering</b>				
Road Equipment	18,775	655		
Shop Equipment	1,515	6,051		
Engineering Equipment	7,838	28,462	4,500	54,500
Office Equipment	49,793	21,233	17,094	
<b>Planning &amp; Development</b>				
Office Equipment	131,775	574,482	487,527	259,250

# Capital Budgeting

## CAPITAL OUTLAY HISTORY

<u>Department</u>	<u>1998</u> <u>Actual</u>	<u>1999</u> <u>Actual</u>	<u>1999/2000</u> <u>Amended</u> <u>Budget</u>	<u>2000/2001</u> <u>Budget</u>
<b>Traffic-Safety</b>				
Road Equipment	215,172	170,313	1,277,828	444,100
Shop Equipment	13,548	2,160	25,025	93,192
Office Equipment	40,630	21,913	29,113	2,900
<b>Permits &amp; Environmental Concerns</b>				
Office Equipment	15,955	6,834	0	0
<b>Highway Maintenance</b>				
Road Equipment	2,583,604	2,203,293	5,852,393	4,502,451
Shop Equipment	21,220	35,253	36,100	3,000
Office Equipment	3,319		14,400	
Brine Well	59,914			
<b>TOTALS</b>	<b>\$3,773,667</b>	<b>\$4,094,920</b>	<b>\$9,997,412</b>	<b>\$6,952,693</b>

# Road Improvement Program





# Road Improvement Program

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## **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 as well as 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).

### **Act 51**

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

### **Biennial Primary Road Program**

RCOC prepares a biennial primary road and major street program based on long range plans and is available upon request for review by the public.

### **Federal Funding**

Federal aid is derived from the Critical Bridge Fund (CB), Surface Transportation Program (STP), Congestion Mitigation/Air Quality (CMAQ), and Federal Demonstration Grant.

# Road Improvement Program

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## **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 is estimated. When contracting with local units, the project manager prepares an exhibit of financial participation by other units of government and agencies involved in undertaking the project. At this point, a project number is assigned to each job and the agreements with both the state and local units are executed.

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

**2000 ROAD IMPROVEMENT PROGRAM**

**STATISTICAL INFORMATION**

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	2001 Budget		2001 Completion of 2000 Projects in Progress		2000 Budget		2000 Completion of 1999 Projects In Progress	
Safety Road Widening	10.0 mi.	\$12,356,000	16.3 mi.	\$29,028,000	7.4 mi.	\$7,086,000	20.0 mi.	\$13,454,000
Safety Intersections	1 Loc.	\$765,000	10 Loc.	\$3,205,800	9 Loc.	\$1,634,000	8 Loc.	\$976,000
Spot Safety Projects	2 Loc.	\$400,000					1 Loc.	\$150,000
Major Resurfacing (RRR)	17.4 mi.	\$5,273,676	15.7 mi.	\$4,532,000	12.0 mi.	\$5,388,000	8.5	\$898,000
Bridges	2 Loc.	\$100,000	1 Loc.	\$3,877,000	2 Loc.	\$100,000	3 Loc.	\$3,597,000
Contract Maintenance Bridge Management	2 Loc.	\$170,000			2 Loc.	\$259,000		
Drainage		\$200,000			6 Loc.	\$200,000		
Pave Gravel	1.0 mi.	\$55,000	2.3 mi.	\$1,483,000	1.0 mi.	\$55,000	3.3 mi.	\$999,000
Tri-Party		\$1,875,000		\$1,875,000		\$1,875,000		\$1,875,000
Other		\$300,000		\$1,269,400				\$800,000
Sub-Total		\$21,494,676		\$45,270,200		\$16,597,000		\$22,749,000
		<b>GRAND TOTAL</b>	<b>2000</b>	<b>\$66,764,876</b>			<b>2000</b>	<b>\$39,346,000</b>

**FY 2001 - ROAD IMPROVEMENT PROGRAM**

Department Budget Number 999

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Fiscal Year 2001			Annual Total All Sources	Estimated Total Proj Cost
								Federal Aid & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding		
<b><u>2001 Safety Widening (5 or more Lanes or Blvd.)</u></b>												
	43471		Farmington		8 Mile to Grand River	CONST	Farmington	2,000,000	250,000	250,000	2,500,000	6,875,000
	42671		Big Beaver		I-75/Livernois Adams/Coolidge	CONST	Troy	2,000,000	250,000	250,000	2,500,000	5,000,000
	41531		Novi		10 Mile to Grand River	CONST	Novi	800,000	100,000	100,000	1,000,000	6,460,000
			Grand River		Wixom to Beck	CONST	Novi		225,500	2,029,500	2,255,000	6,000,000
	45781		Dixie Highway		I-75 to Davisburg	ROW CONST	Springfield	200,000	500,000	1,800,000	2,500,000	3,500,000
	46011		Southfield		91/2-12 Mile	PE	Southfield	1,280,800	160,100	160,100	1,601,000	1,651,250
Totals								6,280,800	1,485,600	4,589,600	12,356,000	
<b><u>2001 Safety Intersections</u></b>												
	45941		Benstein		Oakley Park	CONST	Commerce			765,000	765,000	765,000
Totals								0	0	765,000	765,000	

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**FY 2001 - ROAD IMPROVEMENT PROGRAM**

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Fiscal Year 2001			Estimated Total Proj Cost	
								Federal Aid & "C" Funds	Local Gov't Funding	MTF and Other RCO Funding		Annual Total All Sources
<b><u>2001 Spot Safety</u></b>												
			S. County Center		E. of Telegraph	CONST	Waterford	150,000			150,000	150,000
			County Center Dr.		Pontiac Lake to Telegraph	CONST	Waterford	125,000	125,000		250,000	250,000
							Totals	275,000	125,000		400,000	
<b><u>2001 RRR</u></b>												
			Walton		Adams to Squirrel	PE/CONST	Rochester Hills	426,941		146,735	573,676	975,000
			Rochester Road		Orion to Lakeville	PE/CONST				1,400,000	1,400,000	3,950,000
			Cooley Lake Road		Williams Lake to Cass-Eliz. Lake Rd.	PE/CONST	Waterford			1,000,000	1,000,000	1,000,000
			Twelve Mile Road		Southfield to Coolidge	PE/CONST	Southfield			1,000,000	1,000,000	1,000,000
			Greenfield Road		11 Mile to 13 Mile	PE/CONST	Southfield			1,300,000	1,300,000	1,300,000
							Totals	426,941	0	4,846,735	5,273,676	
<b><u>2001 Bridges</u></b>												
			Navarra Ct		to be determined	PE	White Lake		25,000	25,000	50,000	50,000
			To Be Determined						25,000	25,000	50,000	50,000
							Totals		50,000	50,000	100,000	

**FY 2001 - ROAD IMPROVEMENT PROGRAM**

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Fiscal Year 2001			Annual Total All Sources	Estimated Total Proj Cost
								Federal Aid & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding		
<b><u>2001 Contract Maintenance: Bridge Management</u></b>												
			Buno Road Bridge			CONST				150,000	150,000	150,000
			Elizabeth Lake Rd		near Oxbow Lake	PE	White Lake		10,000	10,000	20,000	20,000
							TOTALS		10,000	160,000	170,000	
<b><u>2001 Drainage Improvements</u></b>												
			50/50 Drainage Projects		to be determined	CONST			100,000	100,000	200,000	200,000
									100,000	100,000	200,000	
							<b>Drainage Sub-Total</b>		<b>160,000</b>	<b>310,000</b>	<b>470,000</b>	
<b><u>2001 Pave Gravel</u></b>												
			To be determined			PE			27,500	27,500	55,000	55,000
							Totals		27,500	27,500	55,000	
<b><u>2001 Tri-Party Program</u></b>												
			To Be Determined			CONST			1,250,000	625,000	1,875,000	3,750,000
<b><u>OTHER</u></b>												
			Dequindre		North of Runyon Rd	CONST	Rochester Hills			300,000	300,000	
							<b>TOTALS</b>		<b>6,707,741</b>	<b>3,198,100</b>	<b>11,588,835</b>	<b>21,494,676</b>

**FY 2001 - ROAD IMPROVEMENT PROGRAM**

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Fiscal Year 2001			Estimated Total Proj Cost	
								Federal Aid & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding		Annual Total All Sources
<b><u>2001 Completion of 2000 Projects In Progress</u></b>												
<b><u>Safety Widening (6 or more Lanes or Blvd.)</u></b>												
	41511		Greenfield		8 Mile to 9 Mile	CONST	Southfield	4,288,000	536,000	536,000	5,360,000	5,660,000
	44431		Dequindre		Wattles to Long Lake	CONST	Troy	600,000	75,000	75,000	750,000	6,000,000
	44431		Dequindre		Wattles to Long Lake	PE/ROW	Troy	100,000	12,500	12,500	125,000	565,000
	41561		Fourteen Mile		Greenfield to Southfield	CONST	Birmingham/ Beverly Hills	1,200,000	150,000	150,000	1,500,000	3,000,000
	41561		Fourteen Mile		Greenfield to Southfield	PE/ROW	Birmingham/ Beverly Hills			60,000	60,000	220,000
	42671		Big Beaver		I-75 to Livernois Adams to Coolidge	PE	Troy	640,000	80,000	80,000	800,000	12,000,000
	42271		Crooks		Square Lake to Auburn	PE/ROW	Troy/ Rochester Hills	1,640,000	205,000	205,000	2,050,000	3,290,000
	42911		Sashabaw		Maybee to I-75	PE/ROW	Independence	720,000	90,000	90,000	900,000	1,200,000
	43471		Farmington		8 Mile to Grand River	PE/ROW	Farmington/ Farmington Hills	220,000	27,500	27,500	275,000	375,000
	42281		Cooley Lake		Union Lake to Williams Lake	CONST	White Lake/ Commerce	880,000	110,000	110,000	1,100,000	1,100,000
	42281		Cooley Lake		Union Lake to Williams Lake	PE/ROW	White Lake/ Commerce			86,000	86,000	186,000

**FY 2001 - ROAD IMPROVEMENT PROGRAM**

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Fiscal Year 2001			Estimated Total Proj Cost	
								Federal Aid & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding		Annual Total All Sources
<b><u>2001 Completion of 2000 Projects In Progress</u></b>												
<b><u>Safety Widening (5 or more Lanes or Blvd.)</u></b>												
	40581		Elizabeth Lake		M-59 to Cooley Lk	CONST	Waterford	2,320,000	290,000	290,000	2,900,000	3,000,000
	41031		Crooks		Auburn to Hamlin	PE/ROW	Rochester Hills	528,000	66,000	66,000	660,000	2,160,000
	41031		Crooks		Auburn to Hamlin	CONST	Rochester Hills	1,774,400	221,800	221,800	2,218,000	9,900,000
	40571		Cass Lake		Orchard Lake to Otter	CONST	Keego Harbor	2,704,000	338,000	338,000	3,380,000	8,000,000
146	41531		Novi		10 Mile to Gr. River	PE/ROW	Novi	160,000	20,000	20,000	200,000	1,000,000
	38981		Orchard Lake		10 Mile to I-696	CONST	Farmington Hills	2,947,200	368,400	368,400	3,684,000	10,123,750
			Walton Blvd		Opdyke to Squirrel	PE/ROW	Auburn Hills	545,480		904,520	1,450,000	2,067,500
	41511		Greenfield		9 Mile to 10 Mile	PE	Southfield/ Oak Park	384,000	48,000	48,000	480,000	880,000
			Dequindre		Long Lake to Auburn	PE	Troy	420,000	577,500	52,500	1,050,000	
							Totals	22,071,080	3,215,700	3,741,220	29,028,000	
<b><u>Safety Intersection</u></b>												
	44631		Williams Lake		at Pontiac Lake	CONST	Waterford			166,000	166,000	325,000
	44251		Cooley Lake		at Round Lake	CONST	Commerce			52,000	52,000	150,000



**FY 2001 - ROAD IMPROVEMENT PROGRAM**

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Fiscal Year 2001			Estimated Total Proj Cost	
								Federal Aid & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding		Annual Total All Sources
<b><u>2001 Completion of 2000 Projects in Progress</u></b>												
<b><u>Safety Intersection, cont.</u></b>												
	45591	Oakley Park			Welch to Haggerty	CONST	Commerce	45,920	5,740	5,740	57,400	600,000
		Telegraph			Extension	CONST	Waterford			115,000	115,000	115,000
	45931	Twelve Mile			at Orchard Lake	PE/CONST	Farmington Hills	240,000	30,000	30,000	300,000	300,000
	45961	Thirteen Mile			at Orchard Lake	PE/CONST	Farmington Hills	240,000	30,000	30,000	300,000	500,000
	45531	Adams			at Orion	CONST	Oakland			1,001,800	1,001,800	1,000,000
	45941	Benstein			at Oakley Park	PE/CONST	Commerce			40,000	40,000	60,000
	45971	Hiller			at Willow	PE/CONST	West Bloomfield	144,000	52,300	52,300	248,600	500,000
	42291	Duck Lake			at Wardlow	PE/CONST	Highland			382,000	382,000	535,000
	44191	Hickory Ridge			at Commerce	CONST	Millford	388,800	48,600	48,600	486,000	700,000
	45541	Joslyn			at Silverbell	CONST	Orion			172,000	172,000	400,000
					Totals			1,058,720	166,640	2,095,440	3,320,800	
<b><u>RRR</u></b>												
	46011	Southfield			9 1/2 TO 12 Mile/ 13 to 14 Mile	CONST	Southfield			1,589,000	1,589,000	3,500,000
	44571	Millford			Chana to RR	CONST	Rose	679,040	110,000	319,760	1,108,800	1,660,000
	44211	Pontiac Trail			Haggery to Old Orchard	CONST	West Bloomfield	747,360		186,840	934,200	1,260,000
	45621	E. Holly Road			Village Limits to I-75	CONST	Holly			900,000	900,000	1,000,000
					Total			1,426,400		2,995,600	4,532,000	

**FY 2001 - ROAD IMPROVEMENT PROGRAM**

Budget Number	Project Number	Road Class	Name of Road	Length	Termini	Types of Projects and Remarks	Location	Fiscal Year 2001				Estimated Total Proj Cost
								Federal Aid & "C" Funds	Local Gov't Funding	MTF and Other RCOC Funding	Annual Total All Sources	
<b><u>2001 Completion of 2000 Projects in Progress</u></b>												
<b><u>Bridges</u></b>												
38853			Grand River		at CSX	CONST	Novi	3,489,300	387,700	3,877,000	5,000,000	
						Totals		3,489,300	387,700	3,877,000		
<b><u>Tri-Party Program</u></b>												
			Tri-Party					1,250,000	625,000	1,875,000		
<b><u>Prior Years Contractor Payments</u></b>												
			Prior Years Contractor Payments					640,000	80,000	80,000	800,000	
			White Lake Road		Weather Station to Andersonville	CONST	White Lake	202,400	25,300	25,300	253,000	2,500,000
			N. Holly Road		Village Limits to Lahring	CONST	Holly	81,120	10,140	10,140	101,400	1,200,000
						Totals		923,520	1,365,440	740,440	3,029,400	
<b><u>Pave Gravel</u></b>												
42282			Duck Lake		Commerce to Cooley Lake	CONST		699,200	87,400	87,400	874,000	2,000,000
46162			Martindale		10 Mile to 11 Mile	CONST	Lyon	487,200	60,900	60,900	609,000	1,250,000
						Totals		1,186,400	148,300	148,300	1,483,000	
			<b>2001 COMPLETION SUB-TOTAL</b>						<b>30,155,420</b>	<b>4,896,080</b>	<b>10,108,700</b>	<b>45,270,200</b>
			<b>Grand Total</b>						<b>36,863,161</b>	<b>8,094,180</b>	<b>21,697,535</b>	<b>66,764,876</b>

**2000-01 ROAD IMPROVEMENT PROGRAM  
Estimated Expenditures for Fiscal Year Ending 9/30/00**

**SUMMARY**

<u>Project Type</u>	<u>Federal Aid &amp; State "C" Funds</u>	<u>Local Government Funding</u>	<u>MTF and Other RCOC Funding</u>	<u>Total All Sources</u>
2001 Safety Road Widening	\$6,280,800	\$1,485,600	\$4,589,600	\$12,356,000
2001 Safety Intersections	0	0	765,000	765,000
2001 Spot Safety	0	275,000	125,000	400,000
2001 RRR	426,941	0	4,846,735	5,273,676
2001 Bridges and Bridge Restoration	0	50,000	50,000	100,000
2001 Contract Maint: Bridge Mgmt.	0	10,000	160,000	170,000
2001 Drainage Improvements	0	100,000	100,000	200,000
2001 Paved Gravel	0	27,500	27,500	55,000
2001 Tri-Party	0	1,250,000	625,000	1,875,000
2001 Other	0	0	300,000	300,000
Sub Total	<b>\$6,707,741</b>	<b>\$3,198,100</b>	<b>\$11,688,835</b>	<b>\$21,494,676</b>
<b>2001 Completion of 1999 Projects in Progress</b>				
Safety Road Widening	\$22,071,079	\$3,215,700	\$3,741,220	\$29,027,999
Spot Safety	0	0	0	0
Tri-Party	0	1,250,000	625,000	1,875,000
Prior Years Contractor Payments	923,519	115,440	115,440	1,154,399
Bridges	3,489,300	0	387,700	3,877,000
Paved Gravel	1,186,399	148,300	148,300	1,482,999
Safety Intersections	1,058,720	166,640	1,980,440	3,205,800
RRR	1,426,400	110,000	2,995,601	4,532,001
Other	0	0	115,000	115,000
Sub Total	<b>\$30,155,417</b>	<b>\$5,006,080</b>	<b>\$10,108,700</b>	<b>\$45,270,199</b>
Total 2001 Road Improvement Program	<b>\$36,863,158</b>	<b>\$8,204,180</b>	<b>\$21,697,535</b>	<b>\$66,764,875</b>
Special Assessment District Program (Contractor Payments, Engineering and Administration)				3,312,800
Intelligent Transportation System (ITS)				<u>4,179,000</u>
<b>GRAND TOTAL</b>				<b><u>\$74,256,675</u></b>

**PROGRAM SOURCES**

	<u>Federal &amp; State</u>	<u>Local</u>	<u>RCOC</u>	<u>Road Improvement Program Disbursements</u>
STP	\$21,618,460	Cities \$3,712,750	\$21,697,535	Contractor Payments \$51,535,436
Crit Bridge	3,489,300	Townships 2,331,430		Right of Way Payments 3,100,000
Demo	747,880	County 2,160,000		Eng. Consultants <u>\$5,946,682</u>
State "C" (TEDF)	9,794,720			Sub Total 60,582,118
CMAQ	1,012,800			Traffic Safety 1,353,199
Safety	200,000			Engineering <u>4,829,558</u>
	<b>\$36,863,160</b>	<b>\$8,204,180</b>	<b>\$21,697,535</b>	<b>\$66,764,875</b>

Accounting Section,		Office of Director	74
functions of	64	Purchasing	31,70,75
Act 51	64,139	Citizen Services	ii,61
Maintenance expenditure		Capital Outlay	132
In compliance with	125	Object Detail	62
Adopt-A-Road	8	Position-Salary Detail	63
Allocation of Funds	25	Construction and Testing	81,141
Appropriation by Object	26	Position-Salary Detail	89
Appropriation by Summary:		Contingency, Road Commission	37,122
Fringe Benefits	40,122	Cost/Benefit Analysis	127
Operating by Object	29	Cost Containment	
Salaries and Wages	39	evaluating strategies of	37
Appropriation Transfer	iv	identifying strategies of	38
ATMS	x,5,8	year of continued	38
Authorized Positions	iv,10,46	Customer Needs	
history of	45	Strategies focus	3
hourly	51	Debt	36,122
salaried	50	Summary explanation of	41
total	53	Summary of funded debt	41,42
Autoscope	x,95	Demonstration Grant	139
Board of Road Commissioners	i	Design Division	81
Awards, Employee	55	Position-Salary Detail	88
Object Detail	55	District 6 (Fleet maintenance)	31,71
Position-Salary Detail	56	District 7 (Sign Shop)	95
Bridges	143,148	Position-Salary Detail	102
Brine Well	21,35,110	District 8 (Electrical)	96
Budget Section, functions of	64	Position-Salary Detail	103
Budget Exhibits	ii	District 9 (Bldgs and Grounds)	71
A-1(Revenue by Source)	15	Position-Salary Detail	77
A-2(Sources of RIP Funding)	16	Drainage	144
A-3(Dept. Appr. By Object)	26	Build Michigan funding	19
A-4(Operating by Object)	29	Information Management System	5,9
A-5(Salaries and Wages)	39	systems	5
A-6(Fringe Benefits)	40,121	strategies	8
A-7(Authorized Positions)	46	Drainage Structure Information	
Budget Letter	ix	Management System	9
Budget Process	1	Dust Control Program	7,61
Budget Positions		Electrical Services see District 8	
history of	45	Employee Benefits	36,40,121
2000 Budget	45	Engineering	ii,32,81-90
Buildings & Grounds		Capital Outlay	134
District 9	31,71	Construction and Testing	81,89
Position-Salary Detail	77	Design	81,88
Build Michigan	x,19	Object Detail	83
Road Improvement Program	139	Position-Salary Detail	85-90
Capital Budgeting	126	Programming	82,90
Capital Outlay	x,126,133	Right of Way	81,86
detail of	133-136	Subdivision Improvement & Development	21,81,87
history	137	Permits & Environmental Concerns	ii,104,107
Central Operations	ii,31,70	Expenditures	ii,12
Buildings & Grounds	31,71,77	actual 1999	24,26,27,28
Capital Outlay	133	by activity, 10-year average	30
Fleet maintenance	31,71,76	capital	x
Object Detail	72	comparative summary	24

maintenance, in compliance with Act 51	125	Letter of Transmittal	vi
operating by department	ii	Local Revenue	20
Road Improvement Program	iii	Maintenance	
estimated for 2000	12,149	See Highway Maintenance	
summary of	iii,26	Managing Director	ii,57
Federal Revenue	18,149	Capital Outlay	133
Fees and Other Revenue	21	Object-Detail	59
Finance	ii,64	Position-Salary Detail	60
Accounting Section	64	Michigan Transportation Fund (MTF)	18,19,20,22,149
Budget Section	64	debt	41,42
Object Detail	65	ten-year history	23
Position-Salary Detail	66	Mission Statement	2
Financial Picture	37	Non-Departmental	ii,36
Fiscal Budget Process	1	Object-Detail	121,122
Fleet Maintenance (District 6)	31,71	Oakland County	18,19
Position-Salary Detail	76	Operating Departments	31
Fringe Benefits	40,122	Operating Expenditures by Object	29
appropriation summary	40	Organization Structure	44
Fund Balance		Outlook for 2000	37
estimated change in (SAD)	124	Paved Roads	
change in Road Fund	43	Build Michigan funding	19
Glossary	x	condition of	3
Goals and Objectives	2	strategies	7
Gravel Roads		Pavement Management System	4,7
Build Michigan funding	19	Permits and Environmental Concerns	ii,21,104
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dust control on	7,34,61	Position-Salary Detail	107
strategies for	7	Planning & Development	ii,91
Highway Maintenance	ii,34,108	Capital Outlay	135
Capital Outlay	136,137	Information System Services	90
expenditures in compliance with Act 51	125	Object-Detail	93
Object Detail	110	Position-Salary Detail	94
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District 1	113	Programming Division	82
District 2	114	Position-Salary Detail	90
District 3	115	Public Hearing	viii,1
District 4	116	Purchasing Division	31,70
District 4S	117	Position-Salary Detail	75
District 4T	118	Resolution	
Office of the Director	112	Adoption of Budget	ii,
Human Resources	ii,78	Public Hearing	viii,1
Capital Outlay	134	SAD Fund	v
Object Detail	79	Retirement System	64,121
Position-Salary Detail	80	Revenue	xii
Information Systems Services	91	and Expenditures	12
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Efficiency Act of 1991	18	evaluating strategies	37
ITS	xi,5,18,21,33,95,123	factors affecting	21
Build Michigan funding	19,125	Federal	18,140
Legal	ii,67	fees and other	21
Object Detail	68	local	20
Position-Salary Detail	69	state	19

Revenue (continued)		Vehicle Fleet Stats	126
ten-year history		Vision Statement	2
Michigan Transportation Fund	23	Winter Maintenance Transfer	10
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Physical Plant	10		
Employees	10		
Right-of-Way Division	81		
Position-Salary Detail	86		
Risk Management	36,67,121		
Road Fund	43		
Road Equipment	70,126,133,135		
Road Improvement Program	iii,149		
appropriation for 2000	iii		
Build Michigan funding	19		
estimated 2000 expenditures	149		
Project Programming and Budgting	140		
Project Progress and Review	140		
sources of funding	16		
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Salaries and Wages	39		
SCATS	x,xi,5		
Seasonal Salaries	iv,10		
SEMSIM	xii,35,123		
Sign Shop (see District 7)			
Special Assessment District (SAD) Fund	v,16,41,124		
State Maintenance Contract	15,64		
State Revenue	15,139		
Statement of Change in Fund Balance	43		
STP	xii		
Strategic Focus	2,6		
Strategic Planning			
meetings with communities	3,22		
Strategic Planning Process	2,78		
Subdivision Improvement & Development	81		
Position-Salary Detail	87		
Summary of Funded Debt	41,42		
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Summary Table 2 (Sum. Of Rev.)	14		
Summary Table 3 (Sum. Of Exp.)	24		
Surface Transportation Program (STP)	139		
Systems Planning	91		
Traffic Engineering	95		
Position-Salary Detail	100		
Traffic management System	5,8,33		
Traffic Management Strategies	8		
Traffic Safety	ii,33,95		
Capital Outlay	134,135		
Sign Shop (District 7)	95,102		
Electrical (District 8)	96,103		
Signal Systems Division	95,101		
Engineering	95,100		
Object Detail	97		
Office of Director	99		
Transportation Economic			
Development Fund (TEDF)	xiii,20,149		
Tri-Party Program	20,32,149		