

# **Budget Summary 2013-2014**

**One Year ending September 30, 2014**

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

**As Adopted  
September 26, 2013**

**CENTENNIAL ROAD  
COMMISSION**  
**1913 / for OAKLAND COUNTY / 2013**  
**100 YEARS OF TRANSPORTATION EXCELLENCE**

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2013-14

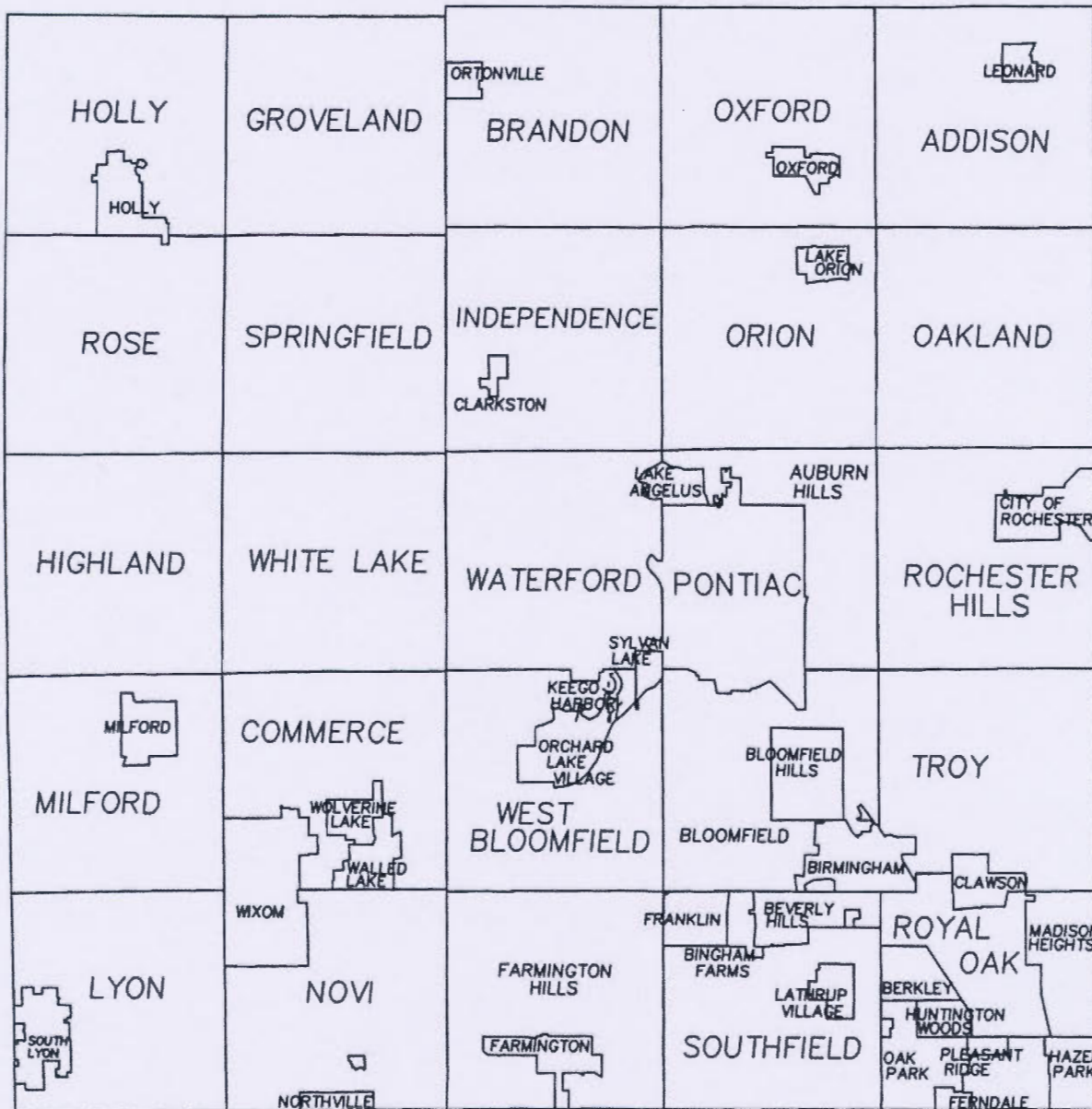
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**Gregory C. Jamian**  
 Chairman, Board of County Road Commissioners

**Ronald J. Fowkes**  
 Vice-Chairman

**Eric S. Wilson**  
 Commissioner

**Dennis G. Kolar**  
 Managing Director



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**COPY OF RESOLUTION ADOPTED BY THE BOARD OF COUNTY ROAD  
COMMISSIONERS OF THE COUNTY OF OAKLAND, STATE OF MICHIGAN  
UNDER DATE OF SEPTEMBER 26, 2013**

**RESOLVED**, that the revenue of the Road Commission for Oakland County Road Fund for Fiscal Year ending September 30, 2014 is estimated to be \$106,070,650 plus \$1,955,000 appropriation of fund balance. This amount is hereby budgeted and appropriated for Fiscal Year 2013/2014 in the amount of \$108,025,650 to service the Operating, Road Improvement Program, and Traffic Signal Projects expenditures of the Road Commission for Oakland County.

<u>Revenue</u>	<u>2013/14 Fiscal Year Expenditure Appropriation</u>
Fuel and Vehicle Taxes	\$58,718,400
Other Federal & State Revenue	36,145,500
Revenue from Local Government	9,674,750
Fees and Other Revenue	<u>1,532,000</u>
<b>Total Revenue</b>	<b>\$106,070,650</b>
Appropriation from Fund Balance	<u>1,955,000</u>
<b>Total Expenditures &amp; Appropriation from Fund Balance</b>	<b>\$108,025,650</b>

**FURTHER RESOLVED**, that \$106,070,650 of anticipated revenue and \$1,955,000 of Fund Balance are hereby appropriated for the following purposes:

<u>Operating Expenditures</u>	<u>2013/14 Fiscal Year Expenditure Appropriation</u>
Board of Road Commissioners	\$156,683
Managing Director	647,139
Customer Services	856,096
Finance	882,362
Legal	587,033
Human Resources	836,520
Central Operations	9,727,253
Engineering	4,393,106
Planning & Environmental Concerns	1,467,298
Traffic-Safety	8,936,557
Highway Maintenance	18,228,802
Non-Departmental	<u>23,571,801</u>
<b>Total Operating Expenditures</b>	<b>\$70,290,650</b>
Road Improvement Program	35,060,000
Traffic Signal Projects	<u>2,675,000</u>
<b>Total Expenditures</b>	<b>\$108,025,650</b>

The budget appropriation for the Road Improvement Program for Fiscal Year ending September 30, 2014 is as follows:

<u>2013/2014 Road Improvement Program</u>	<u>Budget</u> <u>Appropriation</u>	<u>2013/2014</u> <u>Road Improvement</u> <u>Program</u>
Safety Road Widenings	\$13,375,000	\$14,525,000
Safety Intersections	575,000	685,000
Resurfacing, Restoration, Rehabilitation-RRR	5,450,000	6,615,000
Bridges and Bridge Restoration	2,775,000	3,215,000
Major Reconstruction (4R)	3,100,000	3,400,000
Culverts	600,000	720,000
Paved Gravel Roads	3,875,000	4,515,000
Tri-Party	2,625,000	3,000,000
Other	<u>360,000</u>	<u>380,000</u>
<b>Subtotal</b>	<b>\$32,735,000</b>	<b>\$37,055,000</b>
<b><u>2013/2014 Completion of 2012/13</u></b>		
<b><u>Projects in Progress</u></b>		
Safety Road Widenings	\$575,000	\$575,000
Prior Years Contractor Payments	<u>1,750,000</u>	<u>1,750,000</u>
<b>Subtotal</b>	<b>\$2,325,000</b>	<b>\$2,325,000</b>
<b>Total 2013/2014 Road Improvement Program</b>	<b>\$35,060,000</b>	<b>\$39,380,000</b>

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

**FURTHER RESOLVED**, that Budget Exhibits A-1 through A-7 of the 2013-14 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 amount and quantities appropriated for capital outlay (See Detail of Capital Outlay) may not be changed without approval by the Board of County Road Commissioners.

**BE IT FURTHER RESOLVED**, that the Managing Director is hereby charged with general supervision of the execution of the Budget adopted by the Board and shall hold the department directors responsible for performance of their responsibilities within the amounts appropriated by the Board of County Road Commissioners.

I hereby certify that the above is a true and correct  
Copy of a resolution adopted by the Board of County  
Road Commissioners of the County of Oakland, State  
of Michigan, under date of September 26, 2013

*Patricia Z. Wierzbicki*

---

Patricia Z. Wierzbicki  
Deputy-Secretary/Clerk of the Board

**COPY OF RESOLUTION ADOPTED BY THE BOARD OF COUNTY ROAD  
COMMISSIONERS OF THE COUNTY OF OAKLAND, STATE OF MICHIGAN  
UNDER DATE OF SEPTEMBER 26, 2013**

**SPECIAL ASSESSMENT FUND**

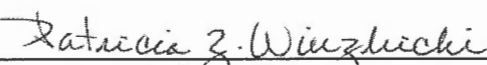
**RESOLVED**, that the total revenue for the Road Commission for Oakland County Special Assessment Fund for Fiscal Year ending September 30, 2014 is estimated to be \$8,475,000. This amount is hereby budgeted and appropriated for the fiscal year 2013/14 to service the Special Assessment Fund expenditures of the Road Commission for Oakland County.

<u>Revenue</u>	<u>2013/14 Fiscal Year Revenue Appropriation</u>
Revenue from Special Assessment Rolls	\$3,200,000
Road Fund Contributions Net Underassessment	25,000
Interest on Assessment Rolls	200,000
Interest on Investments	50,000
Proceeds from Note Issue	5,000,000
<b>Total Revenue</b>	<b>\$8,475,000</b>

**FURTHER RESOLVED**, that the \$8,475,000 of anticipated revenue is hereby appropriated for the following purposes:

<u>Operating Expenditures</u>	<u>2013/14 Fiscal Year Expenditure Appropriation</u>
Contractor Payments	\$4,164,400
Engineering and Administration	600,000
Principal Payment on Debt	1,000,000
Interest on Debt	143,333
Refund of Overassessments to Participants (net)	50,000
Note Payment Fees and Issue Costs	1,000
<b>Total Expenditures</b>	<b>\$5,958,733</b>
Appropriation to Fund Balance	2,516,267
<b>Total Expenditures &amp; Appropriation to Fund Balance</b>	<b>\$8,475,000</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 September 26, 2013

  
 \_\_\_\_\_  
 Patricia Z. Wierzbicki  
 Deputy-Secretary/Clerk of the Board



*Board of Road Commissioners*

*Gregory C. Jamian  
Commissioner*

*Ronald J. Fowkes  
Commissioner*

*Eric S. Wilson  
Commissioner*

---

*Dennis G. Kolar, P.E.  
Managing Director*

*Gary Piotrowicz, P.E., P.T.O.E.  
Deputy Managing Director  
County Highway Engineer*

August 2013

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

Commissioners:

Enclosed is the proposed Road Commission for Oakland County (RCOC) fiscal year 2013/14 Budget for your review and adoption.

The proposed fiscal year 2013/14 budget totals \$108.0 million, representing an increase of \$4.9 million from the combined \$103.1 million 2012/13 original budget. The fiscal year 2013/14 budget is comprised of \$70.3 million operating expenses, along with \$35.1 million Road Improvement Program (RIP) and \$2.7 million Traffic Signal projects' contractor payments, right-of-way acquisitions, materials, and professional services. The budget for the Special Assessment District Program's contractor payments, engineering and administration is \$4.8 million.

The changes from the fiscal year 2012/13 budget are as follows:

- \$5.4 million increase in the RIP
- \$666,242 decrease in operating expenses
- \$150,000 increase in Traffic Signal activity

As with last year, a significant change in this budget is related to staffing levels. In addition to the 135 unbudgeted positions in fiscal year 2012/13, 25 more positions will remain unbudgeted in order to achieve a balanced budget. This is a total of 160 unbudgeted positions of the 550 authorized. Currently, the RCOC has already achieved the 160 unbudgeted positions through attrition.

As is the case every year, the largest share of revenue, \$58.7 million, in the proposed fiscal year 2013/14 budget comes from the state-collected fuel tax and vehicle registration fees. The next largest portion of \$36.1 million comes from federal sources and other state sources, including the funds the RCOC receives from the state for maintaining the state trunk lines and revenue generated by the RIP. Revenue from local governments adds \$9.7 million to the budget, while fees and other revenue such as interest earned and permit fees account for \$1.5 million. In addition, this year's budget includes a \$2.0 million appropriation from Fund Balance.

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Board of Road Commissioners  
Road Commission for Oakland County  
Page Two

The selection of expenditures identified in the fiscal year 2013/14 budget was guided by the following points:

- Continued level of highest possible safety-related road maintenance service provided to the residents and motorists using county roads in Oakland County (although inevitably there will be reduced service levels due to staff reduction and other budget cuts).
- Maximum leveraging 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.

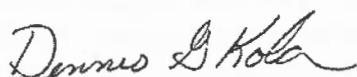
This budget allows the RCOC to provide services in the most effective manner given the resources available. The capital outlay budget includes \$1.9 million for replacement of a small portion of the aging fleet of large equipment and vehicles. Not included in the budget again is roadwork, such as asphalt resurfacing and concrete repair, that the RCOC used to be able to do at 100 percent RCOC cost.

Summary Table 3 (page 24) shows recommended departmental appropriations compared with fiscal year 2012/13 expenditures. In addition, some highlights of the proposed expenditures include:

- \$14.5 million for safety road widening
- \$10.0 million for major (RRR and 4R) resurfacing
- \$4.5 million for paved gravel
- \$3.2 million for bridge repair/replacement

Please contact me with any questions you may have.

Sincerely,



Dennis G. Kolar  
Managing Director

Enclosure

COPY OF RESOLUTION ADOPTED BY THE  
BOARD OF COUNTY ROAD COMMISSIONERS  
FOR OAKLAND COUNTY, MICHIGAN  
UNDER DATE OF JUN 20 2013

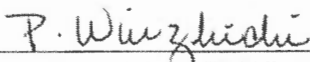
**WHEREAS**, PA 1963, 2<sup>nd</sup> EX. SESS. No. 43, as amended, MCL 141.411 et seq, requires a Public Hearing on the proposed Road Commission Budget; and

**WHEREAS**, the Managing Director has prepared a proposed 2013-2014 Budget and proposed 2013-2014 Primary and Local Road Improvement Program for the Fiscal Year ending September 30, 2014.

**NOW, THEREFORE BE IT RESOLVED**, that the Road Commissioners hereby give notice of a Public Hearing to be held at 6:30 p.m. on Thursday, August 22, 2013, at the Oakland County Court House Auditorium, 1200 N. Telegraph Road, Pontiac, Michigan 48341, for the purpose of presenting the Road Commission's proposed 2013-2014 Budget and proposed 2013-2014 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: JUN 20 2013

  
\_\_\_\_\_  
Patricia Z. Wierzbicki  
Deputy-Secretary/Clerk of the Board

**CENTENNIAL ROAD  
COMMISSION**  
**1913 for OAKLAND COUNTY 2013**  
100 YEARS OF TRANSPORTATION EXCELLENCE

**Inter-Departmental Memorandum**

**MANAGING DIRECTORS' OFFICE**

**DATE:** March 4, 2013  
**To:** RCOC Department Directors  
**FROM:** Dennis G. Kolar *Dennis G Kolar*  
**SUBJECT:** **FY 2013-14 DEPARTMENTAL BUDGET REQUESTS**

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Forms for departmental budget requests for FY2013-14 will be e-mailed to you, and the attached schedule of dates must be met so that the recommended budget for the next fiscal year, beginning October 1, 2013, can be presented to the Board of Road Commissioners on August 22, 2013.

Please note the following in preparing your submissions. Each of these should be addressed individually in the cover memo with your submission.

1. Safety continues to be #1 at RCOC. Indicate how your budget addresses safety for both the road network and for our employees.
2. All requests for capital expenditures of \$25,000 or more must be accompanied by a cost-benefit analysis. Capital equipment that is replacing equipment should include data regarding repair costs for the equipment being placed. Note: Include the bid/purchase price of the last piece of equipment purchased of the same type. If more money is now being requested for the same type of equipment, explain the difference in cost.
3. There should be a schedule for your "non-capital" account containing non-road items between \$500 and \$5,000.
4. The department director's cover letter for the budget submission must indicate any expenditures that were not included in the financial plan. As always, the first test will be whether the departmental request was contained in FP2013.
5. Directors should spell out any new cost-saving measures to be taken by their departments in FY2013-14.



2013-14 Budget Memo  
March 4, 2013  
Page 2

6. The cover letter should also identify any proposed new computer applications or applications of other technologies (GPS, etc.) anticipated by the department during FY2013-14. Anticipated cost savings or improved employee efficiencies should be identified.
7. Be prepared to discuss travel and training in detail. What training did you cut in the latest financial plan, and who will not be trained? With travel cut, is there anyone in your department who is on a committee or otherwise involved in an organization or activity on behalf of RCOC that will not be able to attend committee meetings, etc.? If a staff member became a member of a committee last year and agency travel covered the cost of that travel, related travel for FY2013-14 should now be in your budget submission.
8. If it appears that your department will have to operate with a reduced staff level in FY2013-14, indicate the type and amount of work that will not get done as a result of this reduction.
9. Identify any increased overtime costs due to vacant positions.
10. In your listing of unmet needs, if you have any that in your opinion are critical to your department's functions or critical to RCOC, make sure your list is in order of priority.

The above should be used as a checklist during the preparation of your FY2013-14 Budget submission. As requested above, make sure your cover memo addresses each of the ten areas listed above.

Once again, no new revenue sources should be anticipated during FY2013-14.

c: Gary Piotrowicz

/gg/p

## 2013/14 Glossary

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<b>ADA:</b>	<b>Americans with Disabilities Act</b>
<b>Appropriation:</b>	Authorization made by the Board of Road Commissioners permitting the RCOC to incur obligations and make expenditures.
<b>ARRA:</b>	<b>American Recovery and Reinvestment Act</b>
<b>Asset:</b>	Property owned which has monetary value.
<b>Autoscope:</b>	Video-vision technology that utilizes intersection-placed television cameras to count and evaluate speed for all vehicles entering the influence zone of an intersection for signal timing.
<b>AVL:</b>	<b>Automatic Vehicle Location</b>
<b>Basis 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 RCOC's fiscal budget covers the period of October 1 through September 30.
<b>Budget Adjustment:</b>	A procedure by the Board of Road Commissioners or Managing Director to amend budget appropriations. Also called appropriation transfer.
<b>Capital Assets:</b>	Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
<b>Capital Outlay:</b>	Expenditures that result in the replacement of or addition to fixed assets.
<b>CMAQ:</b>	<b>Congestion Mitigation Air Quality.</b> Funding distributed based on a statewide rating system.
<b>Contingency Account:</b>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

## 2013/14 Glossary

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<b>Debt Service:</b>	Payment of interest and repayment of principal to holders of the government's debt instruments.
<b>EDMS:</b>	<b>Electronic Document Management System</b>
<b>Estimated Amended Budget:</b>	The amended budget for the fiscal year prior to the budget stated in this book, last updated prior to completion of that fiscal year.
<b>Expenditures:</b>	The outflow of funds paying for assets, goods, services, and costs related to the Road Improvement Program.
<b>FHWA:</b>	<b>Federal Highway Administration</b>
<b>Fiscal Year:</b>	The time period designating the beginning and ending period for recording financial transactions. The RCOC has specified October 1 to September 30 as its fiscal year.
<b>FOIA:</b>	<b>Freedom of Information Act</b>
<b>Fund:</b>	An accounting entity that has a set of self-balancing 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 and the special assessment 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>GASB 34:</b>	<b>Government Accounting Standards Board Statement No. 34.</b> Provisions effective October 1, 2001 related to providing analysis of operations and using full accrual of all activities including capitalizing infrastructure.
<b>GLITS:</b>	<b>Great Lakes Intelligent Transportation System.</b> A cooperative initiative by Southeastern Michigan agencies to improve transportation, sustain the economy, and enhance the quality of life in Southeastern Michigan.
<b>GRIP:</b>	<b>Gravel Road Improvement Program</b>

## 2013/14 Glossary

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<b>HPP:</b>	<b>High Priority Projects.</b> Federally sponsored grants for transportation demonstration projects originating from Congress and the U.S. Department of Transportation.
<b>INTELLIDRIVE:</b>	Vehicle and infrastructure communicating together to improve safety and mobility.
<b>ITS:</b>	<b>Intelligent Transportation Systems.</b> An integrated traffic guidance/information system using such components as SCATS and Autoscope.
<b>LED:</b>	<b>Light Emitting Diodes</b>
<b>Local Bridge Program:</b>	Federal funding for bridge replacement. The State of Michigan supplements the fund and prioritizes the projects.
<b>Maturities:</b>	The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.
<b>MDOT:</b>	<b>Michigan Department of Transportation</b>
<b>MTF:</b>	<b>Michigan Transportation Fund.</b> State-collected motor fuel and vehicle taxes. Primary source of funding.
<b>OPEB:</b>	<b>Other Post-Employment Benefits.</b> A Governmental Accounting Standards Board pronouncement that provides guidance for local units of government in recognizing the cost of retiree health care, as well as any other post-employment benefits (other than pensions).
<b>Operating Budget:</b>	The portion of the budget that pertains to daily operations that provide basic governmental services. The RCOC operating budget contains appropriations for such expenditures as salaries, supplies, utilities, materials, and purchases of road equipment, fuel, etc.
<b>RCOC:</b>	<b>Road Commission for Oakland County</b>



## 2013/14 Glossary

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- Revenue:** Funds the RCOC receives as income. It includes four major categories: fuel and vehicle taxes (Michigan Transportation Fund); federal and state revenue; revenue from local governments; and fees and other revenue.
- 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.).
- ROW:** **Right-of-Way**
- SAD:** **Special Assessment Districts.** Specific areas with improvements on subdivision streets. See "Special Assessment".
- SCATS:** **Sydney Coordinated Adaptive Traffic Systems.** See section on Traffic Safety under "Departments".
- SEMCOG:** **Southeast Michigan Council of Government**
- SEMSIM:** **Southeastern Michigan Snow and Ice Management**
- SIG:** **Signal Projects Program**
- 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 block grant type program that may be used for any roads, except local or rural collectors, now called federal-aid roads. Established by the Intermodal Surface Transportation Act of 1991.
- TEDF:** **Transportation Economic Development Fund.** State funding created in 1987 to fund road improvement in areas of significant job growth.

**TEDF:**

(continued)

**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 community 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 community street to return to its appropriate function.

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

**Category D:** Projects in rural counties (a county with a population of 400,000 or less) for the improvement of county rural primary roads and major streets in communities with a population of 5,000 or less to create an all-season road network.

**Category E:** Projects for construction or reconstruction of roads in counties in which a national lakeshore or national park is located, or a county in which 34% or more of all of the land is commercial forest land.

**Category F:** Projects for county roads and city and village street improvements on the Federal Aid to Urban System in rural counties (a county with a population of 400,000 or less).

**TIMS:**

**Transportation Information Management Systems**

**TIP:**

**Transportation Improvement Program**

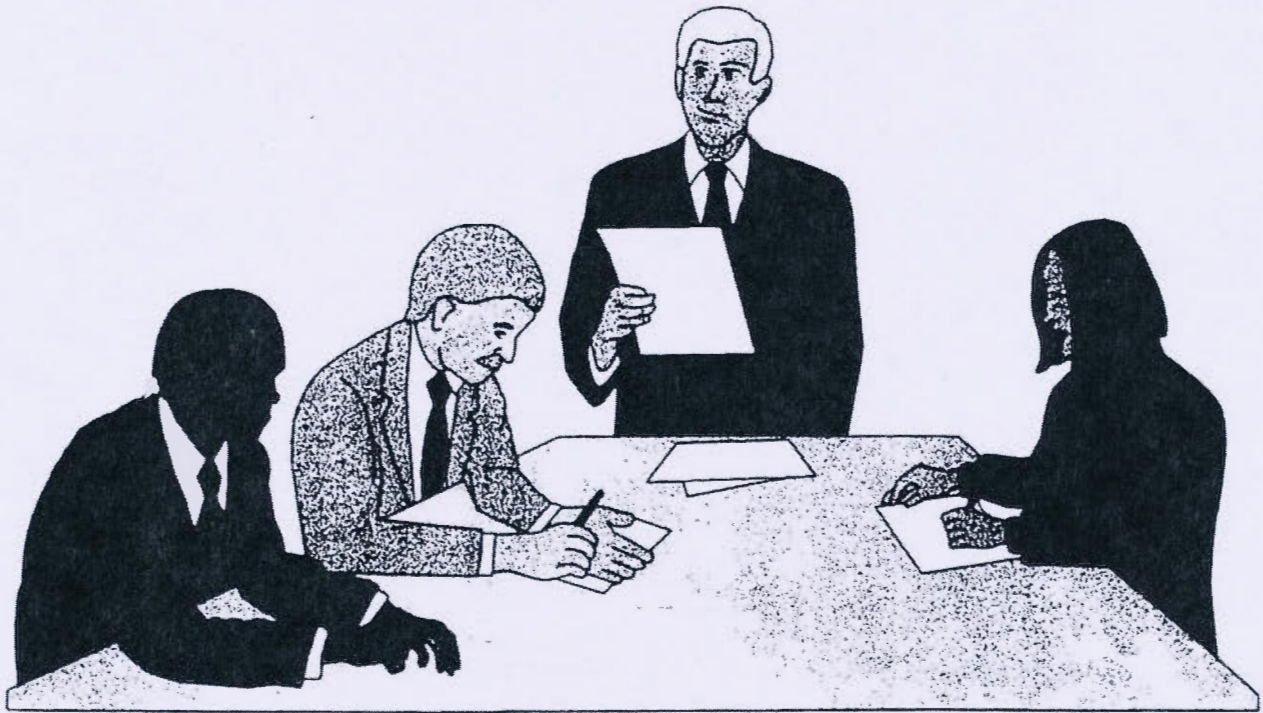
**TOC:**

**Traffic Operations Center**

**WAN:**

**Wide Area Network**

# Goals and Objectives



# 2013/14 The Budget Process

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**Preparation** The creation 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 service needs for the following year.

**Budget Calendar** The budget process begins with the financial planning process in October. 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 RCOC budget and Road Improvement Program for the following fiscal year (page vii of this document). It is at the public hearing where interested citizens and other parties can discuss the proposed budget.

**Adoption** Following adoption by the Board, amendments are made to the budget during the fiscal year by way of the appropriation transfer as outlined in the Board of Road Commissioners' resolutions (pages i, ii, iii and iv of this document).

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



# 2013/14 Goals and Objectives

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

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

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

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

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

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

The vision and the mission statements provide the basis for all goals, objectives, and actions of RCOC.

# 2013/14 Needs and Strategies

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## **CUSTOMER NEEDS**

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

To identify the transportation needs of the local communities, RCOC biennially holds strategic planning meetings with community officials. These meetings provide an effective forum for identifying road improvement needs, estimated in 2011 to be nearly \$2.3 billion on county roads over the next ten years. Community officials' requests are then analyzed and prioritized into four distinct areas of concern.

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

Many communities served primarily by gravel roads experienced significant growth in recent decades. Traffic volumes seriously threaten RCOC's ability to maintain the gravel road system. Gravel road maintenance cycles once adequate on these roads are no longer sufficient.

RCOC maintains more than 770 miles of gravel roads, one of the largest gravel road systems in the state of Michigan. Many of these gravel roads carry traffic volumes that exceed those normally associated with gravel roads. This budget, which includes \$158,906 to be used for gravel to maintain the condition of unpaved roads, is down 45 percent from the previous year's amended budget due to lack of funding. Reduction in this service will likely lead to rougher gravel roads and less convenient travel for residents.

The Gravel Road Improvement Program (GRIP), a cooperative program in which local communities purchase materials and RCOC provides labor and equipment, is included in the current fiscal year budget. The program will continue to be offered, but has not been active in recent years due to limited community funding.

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

Increased travel, increased road surface age and limited funding have collectively resulted in a deteriorating paved-road system. Preserving the massive investment in the existing paved-road system and continuing to expand this infrastructure to relieve congestion are critical to the future of all Oakland County communities.

The Pavement Management System (PMS) is a computer-based program used to assist in identifying cost-efficient strategies for rehabilitating and maintaining our paved primary or "mile-type" county roads.

# 2013/14 Needs and Strategies

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

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

Data describing pavement and road-base conditions is entered into the system, and a present status summary is prepared. The summary indicates which road segments on the paved system are in the best and worst conditions based on the Pavement Surface Evaluation and Rating (PASER) measure assigned to each segment by the PMS. A "mix of fixes" approach is incorporated to optimize pavement management expenditures. Using the PMS, pavement preservation, restoration or reconstruction strategies are selected for different segments of road. Monies are dedicated for restoration or reconstruction on roads with the lowest PASER rating, while preventive maintenance strategies will be applied to prolong the useful life and high PASER ratings on roads which were constructed relatively recently. This "mix of fixes" approach addresses problem road segments while preserving our recent investment on good road segments. However, funding limitations prevent RCOC from applying many of the "fixes" recommended by the PMS.

The Highway Maintenance Department and Engineering Department 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 and sound asset management techniques.

RCOC recognized the benefit of a joint and crack sealing program many years ago. In the past, the budget included \$50,000 for this activity. This was insufficient funding to meet the entire need, but the pavement life on some roads was extended by sealing the cracks before they became potholes. Decreasing revenues have not allowed for funding of this program since fiscal year 2003/04, and it is not funded in the current fiscal year.

# 2013/14 Needs and Strategies

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

Also, back in fiscal year 2003/04, RCOC was spending about \$3.0 million annually on preservation overlays and concrete replacement. Now, due to inflationary increases in operational costs and decreasing revenues, RCOC has again completely eliminated these expenditures from the current fiscal year budget.

The Oakland County Federal Aid Task Force, responsible for setting priorities for the use of federal road funding, has realized the need to restore aging pavements countywide and has approved more pavement preservation projects in recent years. Although the needs far outpace the federal funds available, the task force considers safety, congestion and pavement conditions in the selection of projects which will receive funding.

The Road Improvement Program (RIP) contains a total of \$35.1 million for improvements of roads beyond maintenance work. Of this total, \$10.0 million is for pavement rehabilitation projects with the remainder for capacity and safety improvements.

## **Improved Traffic Management System**

In many locations, innovative traffic management systems, known as Intelligent Transportation Systems (ITS), can provide a desirable alternative to traditional capacity improvements. ITS can, and is, being used in a variety of locations. Improved traffic management can provide added road capacity without the cost and major community disruption and relocation often associated with traditional road widening projects. ITS also has been documented to improve motorist safety.

RCOC's Faster and Safer Travel through Traffic Routing and Advanced Controls (FAST-TRAC) project includes deployment of high-tech "adaptive" traffic signals that utilize video imaging vehicle detection. During the current fiscal year, approximately 675 intersections are equipped with FAST-TRAC technologies.

FAST-TRAC is RCOC's largest ITS project. It is also the second largest such system in North America (only Los Angeles' system is larger). It is anticipated that the FAST-TRAC project will continue to be expanded into other areas of the county in coming years since it is an important tool for improving mobility and safety.



# 2013/14 Needs and Strategies

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## **Improved Traffic Management System (continued)**

The focus of the FAST-TRAC project in this fiscal year will again be to continue research and testing on development of a new communications backbone. The new system will be more reliable, less expensive and provide flexibility for future technologies. Also, to improve safety on the road system, RCOC has been working with U.S. Department of Transportation, MDOT and automakers on a new field of technology expected to help reduce crashes on the road system. This new field is known as Connected Vehicles and involves vehicles communicating with each other and with the infrastructure.

The budget for the current fiscal year includes funding for the ITS Traffic Operations Center (TOC) operations and maintenance. Federal funding has helped RCOC and various communities in Oakland County execute capital improvements and offset the cost of operating and maintaining the TOC and the FAST-TRAC real-time advanced traffic-management system. RCOC worked to get additional funding for TOC operations and maintenance and to allow federal STP for budget year 2013/14 funding to be used for this purpose.

## **Improved Road Drainage and Bridge Maintenance Systems**

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

Due to overwhelming need, RCOC is funding a bridge and culvert preventive maintenance and rehabilitation program totaling \$1.285 million in the 2013/14 Budget.

The RIP budget includes \$250,000 for bridge inspection services which are mandated by state and federal law. A Bridge Management System is utilized for selection of bridge projects.

## **Summary**

**Although RCOC's operations have been organized around the functional distinctions of highway design, traffic engineering, construction and road maintenance, the areas of concern expressed by community officials through the RCOC strategic planning processes are important. These**

# 2013/14 Needs and Strategies

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## Summary (continued)

concerns cross departmental boundaries, requiring a more comprehensive team approach to solving problems at RCOC. This strategic focus continues to guide RCOC toward realization of its vision of "Quality Life Through Good Roads."

## STRATEGIES FOR MEETING CUSTOMER NEEDS

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

## Gravel Road Strategies

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

- A. Maintain coordination of gravel road grading and dust control activities.
- B. Review current grading practices.
- C. Continue a road grading training program for grader operators as needed.
- D. Review current specifications to maintain gravel road materials and design.
- E. Identify possible test projects that would utilize different materials and designs.
- F. Re-examine the engineering requirements for paving projects.
- G. Develop a 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. Encourage cooperative funding with local governmental units and the private sector for upgrading gravel roads.

# 2013/14 Needs and Strategies

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## **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 as part of the Road Improvement Program.
- C. Review current paved-road maintenance practices with an emphasis on innovative approaches for paved-road preservation and maintenance administration.
- D. Evaluate the paved-road system for areas of traffic congestion, and explore low-cost, innovative approaches for improving mobility.
- E. Continue to incorporate traffic accident countermeasures into road-preservation projects.
- F. Improve the aesthetic value of roadsides by continuing to recruit volunteer groups for litter control activities through continued funding of the "Adopt-A-Road" program.

## **Traffic Management Strategies**

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

- A. Update the sign-management system to address reflectivity standards mandated by FHWA.
- 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.

# 2013/14 Needs and Strategies

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## Traffic Management Strategies (continued)

- G. Monitor and evaluate Intelligent Transportation Systems (ITS) and continue to expand these systems countywide as funding becomes available.
- H. Continue to evaluate new ITS technologies.

## Drainage System Strategies

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

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

- A. Develop a drainage structure information management system to identify and rank locations where road drainage is inadequate.
- B. Evaluate the adequacy of existing drainage maintenance equipment and its usage for possible acquisitions, redistribution to different maintenance districts and for improved scheduling.
- C. Investigate the correlation between problematic drainage locations and accident and environmental data to determine priorities and countermeasures.
- D. Encourage cooperative funding for 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. These strategies should help identify ways in which RCOC can enhance its service in these areas within budgetary restraints.**

## STRATEGIES TO IMPROVE THE WORK ENVIRONMENT

Over the years, RCOC has been able to identify many means of improving the work environment. These efforts have been reflected in RCOC's mission statement and strategic goals.



# 2013/14 Needs and Strategies

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

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

In response to these needs, RCOC has implemented a number of programs including Positive Discipline, Employee Assistance, Job Enrichment, Career Coaching, the Doris A. Webster Tuition Reimbursement Program, Civil Engineer Job Rotation and Internships, and our executive leadership development program, known as Management Effectiveness Training.

In addition, we have implemented an Internal Investigations Committee to review complaints and to allow for dispute resolution. We have also expanded our sexual harassment policy to include prohibition against all forms of harassment and discrimination.

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

## **REVIEW OF EXISTING RESOURCES**

### **Revenue**

RCOC revenue sources continue to be the same as those identified in prior fiscal years except there will be no stimulus funding from the American Recovery and Reinvestment Act (ARRA). In addition to the primary state and federal sources outlined in the following section, funding is received through local contributions, fees for various RCOC services, county general government contributions to the Tri-Party Program, and from contracts with the State of Michigan for services performed on state trunklines.

### **Physical Plant**

There will be no change in the number of buildings owned and maintained by RCOC in the current fiscal year. Because of the funding crisis, there are no major building improvements budgeted for the current fiscal year.

# 2013/14 Needs and Strategies

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## **Employees**

Of the 550 full-time positions authorized, there are only 390 positions budgeted for the current fiscal year. Budget Exhibit A-7 details authorized and unbudgeted positions by department. Due to the deteriorating financial situation, 160 positions will not be filled for the current fiscal year budget through attrition, an increase of 25 unbudgeted positions since last year.

The seasonal salaries budget is increased to \$300,000 for the current fiscal year and will enhance the work force through the use of seasonal employees to produce higher customer satisfaction for RCOC during peak periods.

To further maximize the resources of the work force, RCOC transfers personnel during the winter months to areas where their talents can be best utilized. For example, most guardrail installation takes place during the warmer months; in cooler weather, these laborers supplement the Highway Maintenance districts to plow and salt roadways.

## **Vehicle Fleet**

Major equipment purchases, coupled with aggressive preventive maintenance and improved equipment specification procedures had resulted in a significant improvement in fleet readiness in past years. However, declining revenues over the last several years have reduced the agency's ability to replace fleet vehicles as needed.

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 equipment type has been assigned a DX (discard) standard, based on age and other factors, to determine total needs. While this budget recognizes the need for vehicle fleet improvement and management, there are dramatically shrinking funds available for this task. Normally fleet acquisitions are prioritized based on the age and condition of equipment that should be removed from active fleet service. While \$1,807,000 of vehicles and road equipment capital outlay is budgeted in FY2013/14, it will not be enough to significantly improve the overall status of RCOC's fleet-readiness. Details regarding vehicle fleet status can be seen in the Capital Budgeting section.

# Summary Table 1

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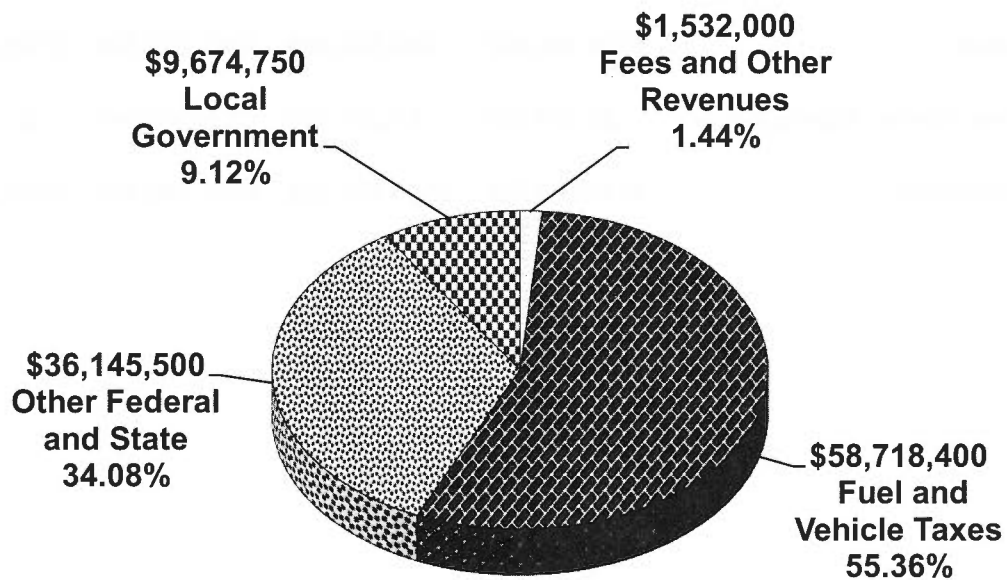
## REVENUES AND EXPENDITURES

Fiscal Year Ending September 30, 2014

Revenues	\$106,070,650
Appropriation from Fund Balance	1,955,000
<b>Total Revenues &amp; Appropriation from Fund Balance</b>	<b>\$108,025,650</b>
<b>Expenditures</b>	
Operating Expenditures	\$70,290,650
Road Improvement Program	35,060,000
Traffic Signal Projects	2,675,000
<b>Total Expenditures</b>	<b>\$108,025,650</b>

# Road Commission for Oakland County Revenue by Source

**2013-14**



**Figure 1**



## Summary Table 2

### COMPARATIVE SUMMARY OF REVENUE

	2011/12 Actual Fiscal Year <u>Ending 9/30/12</u>	2012/13 Budget As <u>Adopted</u>	2012/13 <u>Estimate</u>	2013/14 Budget Fiscal Year Ending <u>9/30/14</u>
Fuel and Vehicle Taxes	\$58,198,153	\$57,698,700	\$57,698,700	\$58,718,400
Other Federal & State Revenue	41,374,370	31,746,000	70,860,285	36,145,500
Revenue from Local Government	7,843,333	7,567,500	13,551,341	9,674,750
Fees and Other Revenue	1,744,581	1,732,000	1,732,000	1,532,000
<b>Total Revenue</b>	<b>\$109,160,437</b>	<b>\$98,744,200</b>	<b>\$143,842,326</b>	<b>\$106,070,650</b>
Revenue Over (Under) Expenditures	\$5,953,889	(\$4,357,692)	(\$23,667,086)	(\$1,955,000)
<b>Total Expenditures</b>	<b>\$103,206,548</b>	<b>\$103,101,892</b>	<b>\$167,509,412</b>	<b>\$108,025,650</b>

# Budget Exhibit A-1

## 2013/14 BUDGETED REVENUE BY SOURCE

### Revenue Source

#### **Fuel and Vehicle Taxes**

Engineering	\$10,000
Primary Roads	42,488,804
Local Roads	7,788,951
Urban Primary Roads	6,156,707
Urban Local Roads	<u>2,273,938</u>

#### **Total Fuel and Vehicle Taxes**

**\$58,718,400**

#### **Federal & State Revenue**

State Maintenance Contracts	\$10,500,000
State Non-Maintenance	200,000
Federal Aid-- Road Improvement Program	21,280,500
Federal Revenue -- Medicare Part D	300,000
State Category "A" and "C" Funds-RIP	1,705,000
Federal Aid-Signal - SIG Projects	<u>2,160,000</u>

#### **Total Federal and State Revenue**

**\$36,145,500**

#### **Revenue from Local Government**

Contributions from Townships	\$2,236,212
Contributions from Cities	3,178,538
County Contributions	1,000,000
Other Contributions Including Work Orders	1,260,000
Traffic Signal Maintenance	1,400,000
S.A.D. Engineering & Administration	600,000
Municipal Agencies-SEMSIM	<u>0</u>

#### **Total Revenue from Local Government**

**\$9,674,750**

#### **Fees and Other Revenue**

Interest Earned	\$100,000
Sundry Revenue	15,000
Sale of Maps & Plans	15,000
Permit Fees	300,000
Inspection Charges	500,000
Calcium Chloride Revenue	550,000
Purchase Discount	2,000
Proceeds from Disposal of Equipment	<u>50,000</u>

#### **Total Fees and Other Revenue**

**\$1,532,000**

#### **Total Revenues**

**\$106,070,650**

#### **Appropriation from Fund Balance**

**1,955,000**

#### **Total Revenues and Appropriation from Fund Balance**

**\$108,025,650**

## Budget Exhibit A-2

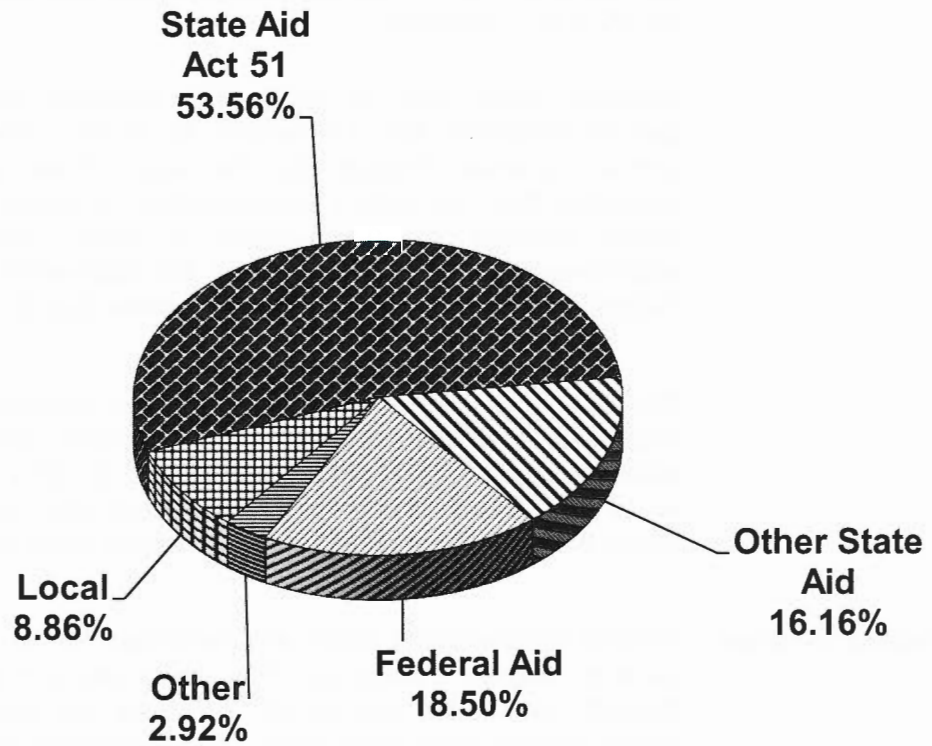
### 2013/14 ROAD IMPROVEMENT PROGRAM AND OTHER PROJECT GROUPS

#### SOURCES OF FUNDING

<u>Description</u>	<u>Federal and State "C" Funds</u>	<u>City Share</u>	<u>Township Share</u>	<u>County/Other Share</u>	<u>RCOC Share</u>	<u>Totals</u>
Safety Widenings	\$11,295,500	\$466,038	\$1,148,712	\$0	\$1,614,750	\$14,525,000
Safety Intersections	500,000	0	0	0	185,000	685,000
Major Resurfacing with Safety (RRR)	4,440,000	850,000	0	0	1,325,000	6,615,000
Bridges & Bridge Restoration	1,900,000	0	0	0	1,315,000	3,215,000
Major Reconstruction (4R)	1,750,000	975,000	0	0	675,000	3,400,000
Culverts	0	0	0	0	720,000	720,000
Paved Gravel	3,100,000	0	587,500	0	827,500	4,515,000
Tri-Party	0	500,000	500,000	1,000,000	1,000,000	3,000,000
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>380,000</u>	<u>380,000</u>
<b>Subtotal</b>	<b>\$22,985,500</b>	<b>\$2,791,038</b>	<b>\$2,236,212</b>	<b>\$1,000,000</b>	<b>\$8,042,250</b>	<b>\$37,055,000</b>
<b><u>2013/14 Completion of 2012/13 Projects in Progress</u></b>						
Safety Widenings	\$0	\$287,500	\$0	\$0	\$287,500	\$575,000
Prior Years Contractor Pmts	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,750,000</u>	<u>1,750,000</u>
<b>Subtotal</b>	<b>\$0</b>	<b>\$287,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,037,500</b>	<b>\$2,325,000</b>
<b>TOTAL RIP PROGRAM</b>	<b>\$22,985,500</b>	<b>\$3,078,538</b>	<b>\$2,236,212</b>	<b>\$1,000,000</b>	<b>\$10,079,750</b>	<b>\$39,380,000</b>
<b><u>Other Project Groups</u></b>						
Signal (SIG)	\$2,160,000	\$100,000	\$0	\$0	\$940,000	\$3,200,000
<b>GRAND TOTAL</b>	<b>\$25,145,500</b>	<b>\$3,178,538</b>	<b>\$2,236,212</b>	<b>\$1,000,000</b>	<b>\$11,019,750</b>	<b>\$42,580,000</b>

# Road Commission for Oakland County Revenue Sources

2003 - 2012



Does not include SAD Funds

Figure 2

## 2013/14 Summary of Revenues

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The largest source of funding for RCOC is the state-administered Michigan Transportation Fund (MTF) which consists primarily of fuel tax and vehicle registration fee revenues. The last statewide gas tax increase supporting the MTF was in 1997, when the tax was increased by four cents per gallon to 19 cents per gallon. Following the gas tax increase, revenue generated by the tax was essentially stagnant until it began declining in fiscal year 2006/07. State fuel tax revenue was down 11.4 percent from fiscal year 2002 to fiscal year 2012.

Michigan's economic recovery has been positively impacted by increased auto sales, resulting in an annual increase of 1.98 percent in the state's vehicle registration fees. The combination of declining fuel tax revenue and increasing vehicle registration fees has resulted in a 0.15 percent increase from the prior fiscal year in RCOC's MTF revenue.

However, from 2002 to 2012, MTF revenues were down 6.7 percent statewide and 2.6 percent for RCOC. The most recent annual revenue forecast by the state Treasury Department projected that the state's transportation revenues (MTF) would finally increase by 0.8 percent in 2014. Because RCOC experienced lesser increases than the state-wide average, this budget projects a 0.7 percent increase rather than 0.8 percent.

Due to the decreased MTF revenue and drastically increasing expenses, RCOC's planned staff reductions attained through attrition between fiscal years 2008/09 and 2013/14 now total 160. Also, activities such as asphalt overlays and routine concrete repair have been completely eliminated since fiscal year 2006/07.

### **Federal Revenue**

Federal transportation funds are distributed to the states through several program categories. The funds are primarily generated through the federal gas tax of 18.4 cents per gallon. In recent years, federal road funds have been authorized and defined by multi-year federal legislation. SAFETEA-LU (Safe, Accountable, Flexible, Efficient, Transportation Equity Act-A Legacy for Users) which was signed into law in 2005 for a five-year period, expired in 2009. From 2009 to 2012, Congress extended SAFETEA-LU numerous times at 2009 funding levels. On July 6, 2012, a new two-year transportation bill titled the Moving Ahead for Progress in the 21st Century Act, or MAP-21, was signed into law replacing SAFETEA-LU. In the last several years, huge General Fund bailouts were needed to shore up the Highway Trust Fund. The enactment of a new long-term authorization bill is still the top priority of the transportation industry.



# 2013/14 Summary of Revenues

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## Federal Revenue (continued)

Federal funds are not guaranteed each year like the MTF revenue. Federal funds are not true revenues, but rather construction-specific funds for which RCOC and communities compete. While SAFETEA-LU increased the federal investment in highways during fiscal years 2004/05 through 2012/13, industry analysis indicates that the growth was absorbed by rising road construction costs. Higher construction costs resulting from dramatic increases in steel, cement and petroleum prices have affected the overall growth in road construction. If prices continue to rise as expected, higher costs will cause a further decrease in the purchasing power of the federal funds and force RCOC to postpone important planned projects. Another looming concern is that unless lawmakers in Lansing pass legislation to increase MTF revenues soon, at some point, RCOC may no longer have enough revenue to be able to provide the required match for federal funds. That means RCOC might have to pass up millions of dollars in federal funds to which it is entitled.

Funding provided through SAFETEA-LU came through formula funds. Formula funds are the dollars distributed to each state through Federal Highway Administration (FHWA) programs such as the Surface Transportation Program (STP), Safety, and Enhancement. The amount of these funds provided to each state and region is determined by formula.

The current fiscal year RCOC Road Improvement Program (RIP) budget has \$12.16 million in federal STP funds for safety widening, major resurfacing and gravel-road paving. Additionally, this budget has \$3.97 million of High Priority Program and \$1.75 million National Highway Performance Program funding, \$1.90 million for the Local Bridge Program, \$1 million for safety widenings and \$500,000 for congestion mitigation.

Annual federal-fund allocation for paving gravel roads was previously approved by the Oakland County Federal Aid Funding Committee. For fiscal year 2013/14, \$3.10 million has been approved with \$587,500 in local match. Additional paving may be done at the initiative of local communities and developers, which is encouraged by the communities and RCOC staff.

RCOC maintains almost 800 miles of gravel roads. Some of these roads carry traffic volumes exceeding 1,000 vehicles per day. The combination of the notorious freeze/thaw cycles of the Michigan winter, poor soils and high traffic demands cause severe deterioration of the gravel roads. At times, RCOC maintenance crews simply cannot prevent the deterioration of the gravel surfaces despite their best efforts.

# 2013/14 Summary of Revenues

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## **Federal Revenue (continued)**

In the current fiscal year, Traffic-Safety Department's Signal Project Program will receive \$1.84 million of federal funds from the Surface Transportation Program (STP) for the operation of the Traffic Operations Center and \$320,000 for Safety Improvement Projects.

## **State Revenue**

While RCOC receives revenue from multiple sources for specific projects and programs, allocations from the MTF represent the largest source of general revenue. These funds have historically targeted road maintenance, operating needs and matching funds for federal aid. Figure 3 represents a history of MTF allocations received by RCOC, the current year's amended budget and projected MTF allocations.

There is \$1.7 million budgeted from the state for road construction projects allocated through the Transportation Economic Development Fund (TEDF) Categories "A" & "C" programs, an increase of \$15,000 from the previous fiscal year budget.

Another element of state funding is the contract to maintain state trunklines. This contract is projected to yield \$10.5 million, which is a significant share of RCOC's revenue. Erosion of the real value of the funds provided for the maintenance contract over time has forced RCOC to reduce routine maintenance on the state system.

## **Local Revenue**

Local governments are another important source of revenue to RCOC. The local communities will generate approximately \$4.4 million of revenues for road improvement and traffic signal projects in the current fiscal year (not including Tri-Party funds), an increase of \$2.1 million from the previous fiscal year. This money likely will be matched with RCOC funds, thus achieving more significant improvements than could have been undertaken by either party alone.

The Tri-Party Program is a one-third matching program consisting of the county general government's contribution, supplemented by equal amounts from RCOC and the local communities. Many important road improvements are made using funds from the Tri-Party Program. The success of this program can be attributed to the active fiscal participation of RCOC, local communities and Oakland County general government. The current fiscal year budget includes the Tri-Party Program with a contribution of \$1 million from the county, and corresponding matches from RCOC and the communities for a total of \$3 million.

# 2013/14 Summary of Revenues

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## **Fees and Other Revenue**

Some RCOC activities generate revenues from services rendered, which are used to lessen the dependence on outside resources for funding. Among these are:

- The Subdivision Improvement and Development Division is responsible for administering special assessment district and subdivision improvement projects.
- The Department of Customer Services secures fees for drive/approach permits, engineering inspections, overweight and oversized vehicles and environmental services rendered to local communities.
- RCOC does contractual highway maintenance for the Michigan Department of Transportation.
- Engineering professional services are rendered to local governmental units for design and right of way acquisition activities.
- Chloriding service to control dust on gravel roads, using calcium chloride extracted from RCOC brine wells, is sold to many townships.
- Work-order revenue is generated from local units of government for installing traffic signals, providing traffic signs and the sale of salt.
- Interest revenue is generated from investments.

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

Michigan's economic downturn continues to have a negative impact on RCOC. With unemployment remaining above historic norms and vehicles getting better gas mileage, gasoline usage is down. This means the gas tax revenue going into the MTF is also down. At the same time, costs are skyrocketing due to commodity prices for steel, concrete, petroleum, asphalt and construction machinery. The continued erosion of the purchasing power of the MTF revenue due to increased costs to provide road improvements and maintenance is a major fiscal concern for all road agencies.

Research shows that Oakland County remains a "donor county," contributing more to the MTF than it receives. Efforts to eliminate our donor status or increase the return of state dollars to road projects in Oakland County are ongoing.

## 2013/14 Summary of Revenues

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

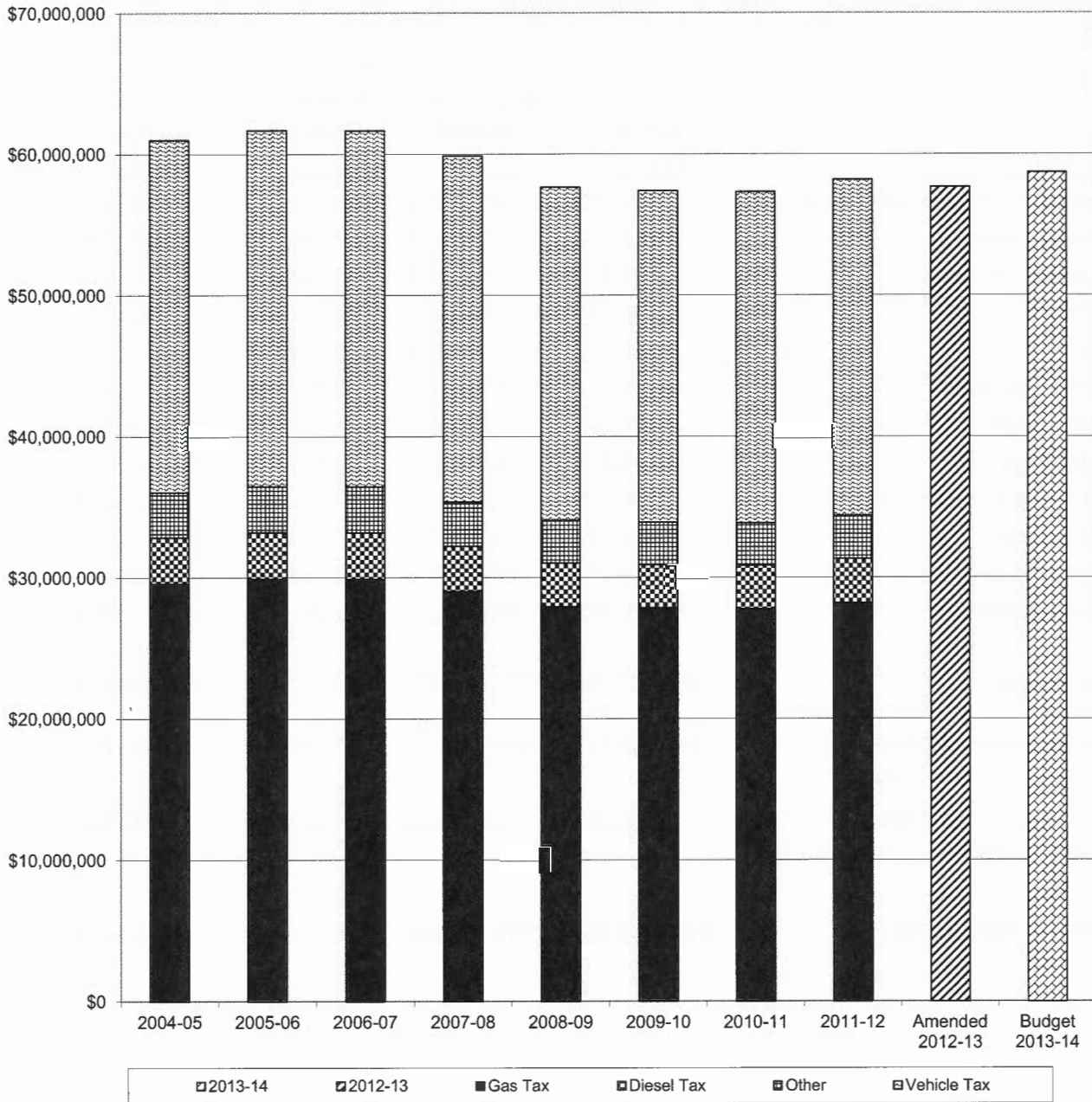
RCOC's MTF allocation is determined by a formula reflecting Oakland County's road mileage by road type, population and vehicle registrations by number and type. Efforts to increase both the state gas and diesel fuel taxes are ongoing, as are proposals to create road funding mechanisms that keep more of our revenues within the county.

It is imperative that the structural integrity of the roads be maintained to protect the investment in the infrastructure. Currently, the projected 10-year backlog of road improvements, as determined by the communities during the biennial 2011 Strategic Planning meetings, totals nearly \$2.3 billion just on roads under RCOC jurisdiction.

Potentially compounding the revenue shortfall is the automotive industry's pursuit of alternative energy sources such as bio-fuels, hydrogen cells and battery power. New power sources, not currently taxed for road funding, will require implementation of new methods for assessing user fees based on miles driven.



### Michigan Transportation Fund Revenue History and Projection 2005 - 2014



	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	Amended 2012-13	Budget 2013-14
Gas Tax	29,591,996	29,926,234	29,915,824	29,044,760	27,967,326	27,851,117	27,806,314	28,226,106		
Diesel Tax	3,264,274	3,301,144	3,299,996	3,203,910	3,085,059	3,072,240	3,067,298	3,113,605		
Other	3,203,260	3,239,440	3,238,313	3,144,023	3,027,394	3,014,815	3,009,965	3,055,406		
Vehicle Tax	24,954,887	25,236,750	25,227,971	24,493,404	23,534,806	23,486,808	23,449,025	23,803,036		
2013-14										58,718,400
2012-13									57,698,700	
<b>TOTAL</b>	<b>61,014,417</b>	<b>61,703,568</b>	<b>61,682,104</b>	<b>59,886,097</b>	<b>57,664,585</b>	<b>57,424,980</b>	<b>57,332,602</b>	<b>58,198,153</b>	<b>57,698,700</b>	<b>58,718,400</b>

2004-05 to 2011-12: Actual

Figure 3



## Summary Table 3

### COMPARATIVE SUMMARY OF EXPENDITURES

<u>DEPARTMENT</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
Board of Road Commissioners	\$126,727	\$158,615	\$158,615	\$156,683
Managing Director	668,975	680,773	680,773	647,139
Customer Services	898,989	908,013	908,013	856,096
Finance	846,040	894,876	894,876	882,362
Legal	529,747	533,526	533,526	587,033
Central Operations	9,469,757	9,770,047	10,894,636	9,727,253
Human Resources	469,314	668,934	668,934	836,520
Engineering	4,642,264	4,511,419	4,511,419	4,393,106
Planning & Environmental Concerns	1,230,518	1,301,932	1,316,132	1,467,298
Traffic-Safety	9,268,432	9,357,826	10,850,820	8,936,557
Highway Maintenance	16,012,401	17,825,658	20,631,380	18,228,802
Non-Departmental	<u>21,899,782</u>	<u>24,345,273</u>	<u>24,307,273</u>	<u>23,571,801</u>
<b>Total Operating</b>	<b>\$66,062,946</b>	<b>\$70,956,892</b>	<b>\$76,356,397</b>	<b>\$70,290,650</b>
Road Improvement Program (Contractor Payments & ROW)	\$34,690,715	\$29,620,000	\$84,181,166	\$35,060,000
Traffic Signal/ITS Projects (Professional Services & Electrical Materials)	<u>2,452,887</u>	<u>2,525,000</u>	<u>6,971,849</u>	<u>2,675,000</u>
<b>TOTAL EXPENDITURES</b>	<b>\$103,206,548</b>	<b>\$103,101,892</b>	<b>\$167,509,412</b>	<b>\$108,025,650</b>

# Road Commission for Oakland County Allocation of Funds

2013-14

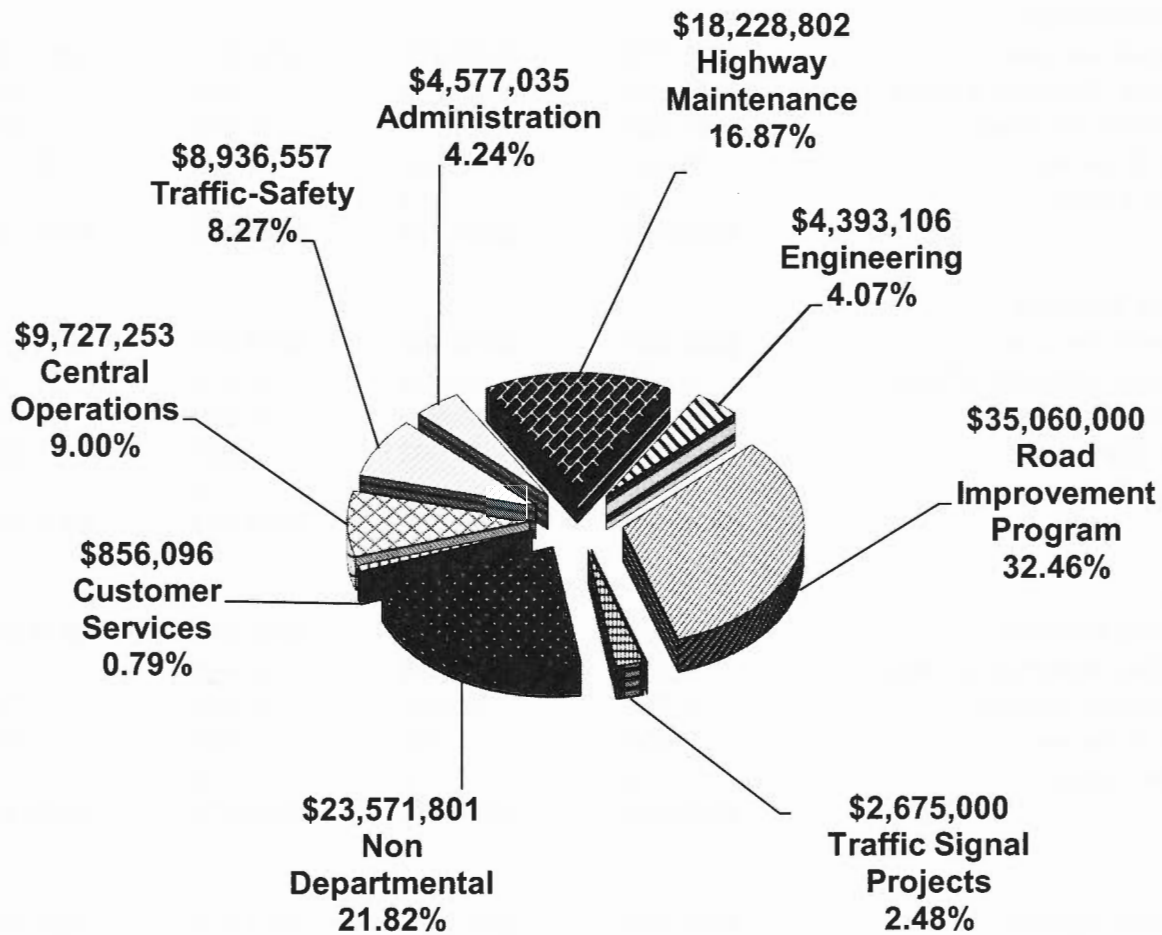


Figure 4

# Budget Exhibit A-3

## 2013/14 DEPARTMENTAL BUDGET - APPROPRIATION BY OBJECT Compared to 2011/12 Actual, 2012/13 Beginning Budget, and 2012/13 Amended Budget

	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Board of Road Commissioners</b>				
Personal Services	\$31,001	\$31,000	\$31,000	\$31,000
Supplies, Materials & Parts	0	250	250	250
Contracted Services	79,900	110,000	110,000	110,000
Other Expenses	<u>15,826</u>	<u>17,365</u>	<u>17,365</u>	<u>15,433</u>
	<b>\$126,727</b>	<b>\$158,615</b>	<b>\$158,615</b>	<b>\$156,683</b>
<b>Managing Director</b>				
Personal Services	\$496,776	\$498,973	\$498,973	\$467,480
Supplies, Materials & Parts	43,589	41,800	41,800	41,500
Contracted Services	89,369	110,000	110,000	110,000
Other Expenses	39,241	30,000	30,000	28,159
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>\$668,975</b>	<b>\$680,773</b>	<b>\$680,773</b>	<b>\$647,139</b>
<b>Customer Services</b>				
Personal Services	\$868,606	\$859,466	\$859,466	\$804,820
Supplies, Materials & Parts	8,949	12,025	12,025	14,725
Contracted Services	19,530	33,920	33,920	33,920
Other Expenses	1,904	2,602	2,602	2,631
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>\$898,989</b>	<b>\$908,013</b>	<b>\$908,013</b>	<b>\$856,096</b>
<b>Finance</b>				
Personal Services	\$797,902	\$806,980	\$806,980	\$818,531
Supplies, Materials & Parts	9,235	10,486	10,486	9,171
Contracted Services	37,967	75,510	75,510	51,760
Other Expenses	936	1,900	1,900	2,900
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>\$846,040</b>	<b>\$894,876</b>	<b>\$894,876</b>	<b>\$882,362</b>
<b>Legal</b>				
Personal Services	\$474,284	\$477,379	\$477,379	\$526,055
Supplies, Materials & Parts	32,760	37,147	37,147	36,951
Contracted Services	19,862	16,000	16,000	20,277
Other Expenses	2,841	3,000	3,000	3,750
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>\$529,747</b>	<b>\$533,526</b>	<b>\$533,526</b>	<b>\$587,033</b>

# Budget Exhibit A-3

## 2013/14 DEPARTMENTAL BUDGET - APPROPRIATION BY OBJECT Compared to 2011/12 Actual, 2012/13 Beginning Budget, and 2012/13 Amended Budget

	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Central Operations</b>				
Personal Services	\$2,836,442	\$3,042,345	\$3,042,345	\$2,813,616
Supplies, Materials & Parts	2,240,545	2,661,400	2,661,400	2,715,627
Contracted Services	137,140	139,078	139,078	138,028
Other Expenses	34,488	30,500	30,500	31,732
Utilities	634,506	775,000	775,000	773,250
Repair/Maintenance	3,177,507	3,121,724	3,182,624	2,913,000
Capital Outlay	<u>409,129</u>	<u>0</u>	<u>1,063,689</u>	<u>342,000</u>
	<b>\$9,469,757</b>	<b>\$9,770,047</b>	<b>\$10,894,636</b>	<b>\$9,727,253</b>
<b>Human Resources</b>				
Personal Services	\$351,985	\$514,699	\$514,699	\$642,160
Employee Benefits	15,718	18,000	18,000	29,700
Supplies, Materials & Parts	10,952	6,985	6,985	6,985
Contracted Services	71,906	104,100	104,100	132,525
Other Expenses	18,753	25,150	25,150	25,150
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>\$469,314</b>	<b>\$668,934</b>	<b>\$668,934</b>	<b>\$836,520</b>
<b>Engineering</b>				
Personal Services	\$4,456,665	\$4,377,107	\$4,377,107	\$4,254,349
Supplies, Materials & Parts	65,223	75,767	75,767	68,557
Contracted Services	40,209	35,995	35,995	42,700
Other Expenses	21,100	22,550	22,550	27,500
Capital Outlay	<u>59,067</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>\$4,642,264</b>	<b>\$4,511,419</b>	<b>\$4,511,419</b>	<b>\$4,393,106</b>
<b>Planning &amp; Environmental Concerns</b>				
Personal Services	\$701,157	\$754,424	\$754,424	\$797,813
Supplies, Materials & Parts	92,764	45,185	54,385	58,885
Contracted Services	407,641	478,685	483,685	568,690
Other Expenses	12,205	13,638	13,638	13,910
Capital Outlay	<u>16,751</u>	<u>10,000</u>	<u>10,000</u>	<u>28,000</u>
	<b>\$1,230,518</b>	<b>\$1,301,932</b>	<b>\$1,316,132</b>	<b>\$1,467,298</b>
<b>Traffic-Safety</b>				
Personal Services	\$4,826,007	\$4,830,965	\$4,830,965	\$4,510,966
Supplies, Materials & Parts	1,551,530	1,224,657	1,425,113	1,230,169
Contracted Services	2,114,445	2,336,474	3,629,012	2,132,192
Other Expenses	12,522	22,750	22,750	22,750
Utilities	747,954	929,730	929,730	827,230
Repair/Maintenance	11,269	10,000	10,000	10,000
Capital Outlay	<u>4,705</u>	<u>3,250</u>	<u>3,250</u>	<u>203,250</u>
	<b>\$9,268,432</b>	<b>\$9,357,826</b>	<b>\$10,850,820</b>	<b>\$8,936,557</b>



# Budget Exhibit A-3

## 2013/14 DEPARTMENTAL BUDGET - APPROPRIATION BY OBJECT Compared to 2011/12 Actual, 2012/13 Beginning Budget, and 2012/13 Amended Budget

	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Highway Maintenance</b>				
Personal Services	\$9,479,864	\$9,569,000	\$9,569,000	\$8,889,178
Supplies, Materials & Parts	3,209,356	5,536,600	5,795,035	5,461,658
Contracted Services	3,005,751	2,711,058	3,364,550	2,559,966
Other Expenses	1,947	6,000	6,000	10,000
Repair/Maintenance	0	0	0	0
Capital Outlay	<u>315,483</u>	<u>3,000</u>	<u>1,896,795</u>	<u>1,308,000</u>
	<b>\$16,012,401</b>	<b>\$17,825,658</b>	<b>\$20,631,380</b>	<b>\$18,228,802</b>
<b>Non-Departmental</b>				
Employee Benefits	\$20,591,586	\$21,348,823	\$21,348,823	\$20,456,154
Supplies, Materials, & Parts	65,834	181,500	181,500	182,000
Other Expenses	1,242,362	2,314,450	2,276,450	2,433,147
Debt Service	<u>0</u>	<u>500,500</u>	<u>500,500</u>	<u>500,500</u>
	<b>\$21,899,782</b>	<b>\$24,345,273</b>	<b>\$24,307,273</b>	<b>\$23,571,801</b>
<b>Total Operating Funds</b>	<b>\$66,062,946</b>	<b>\$70,956,892</b>	<b>\$76,356,397</b>	<b>\$70,290,650</b>
<b>Road Improvement Program</b> (Contractor Payments & ROW)	\$34,690,715	\$29,620,000	\$84,181,166	\$35,060,000
<b>Traffic Signal/ITS Projects</b> (Professional Services & Electrical Materials)	<u>2,452,887</u>	<u>2,525,000</u>	<u>6,971,849</u>	<u>2,675,000</u>
<b>Total Expenditures</b>	<b>\$103,206,548</b>	<b>\$103,101,892</b>	<b>\$167,509,412</b>	<b>\$108,025,650</b>



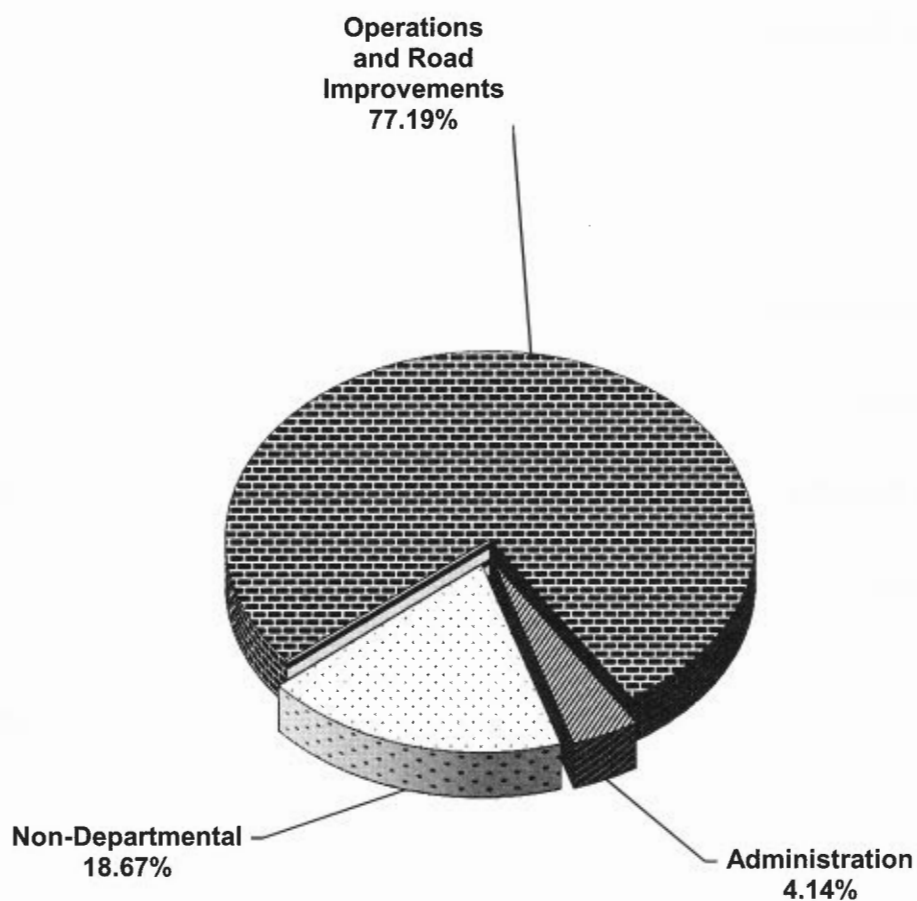
# Budget Exhibit A-4

## Fiscal Year 2013/14

### Appropriation Summary - - Operating by Object

Salaries	\$24,555,968
Supplies, Materials & Parts	9,826,478
Contracted Services	5,900,058
Other	2,617,062
Utilities	1,600,480
Repair/Maintenance	2,923,000
Capital Outlay	1,881,250
Employee Benefits	20,485,854
Debt Service	<u>500,500</u>
<b>TOTAL</b>	<b>\$70,290,650</b>

# Road Commission for Oakland County Expenditures by Activity 2003 - 2012



Does not include SAD Fund

Figure 5

# 2013/14 Summary of Expenditures

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

The program of aggressive cost containment in all cost categories will continue in the current fiscal year. Departments have been required to critically re-examine procedures and practices and to identify innovative ways to achieve desired results.

The objective of these re-assessments is to identify those costs which can be reduced with minimal impact on delivery of services and the achievement of other strategic goals and objectives. Every effort has been made to achieve fiscal stability without loss of productivity and with the least possible impact on service to the customer.

## **Cost Containment Strategies**

Strategies which focus on goal achievement have been pursued vigorously, while taking into consideration rate of return, ease and speed of implementation, organizational impact and long-term consequences.

Toward this end, RCOC is focusing on:

- Monitoring major expenditures for cost effectiveness.
- Re-assessing 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.

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

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

In spite of our efforts, shrinking revenues and rising costs have forced RCOC to make cuts, such as eliminating preservation overlays and concrete replacement, postponing replacement of capital equipment and reducing the authorized labor force through attrition by 160 positions in order to achieve a balanced budget for the current fiscal year.

# 2013/14 Summary of Expenditures

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## OPERATING DEPARTMENTS

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

### Central Operations

The Central Operations Department (COD) accounts for 9.0 percent of total RCOC yearly expenditures. Of the 72 authorized positions, 24 are not budgeted in the current fiscal year. COD is comprised of the Equipment Repair District, Buildings and Grounds District, Fleet Management and the Purchasing Division.

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

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

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

In past years, RCOC has maintained its road equipment on a rotational discard (DX) schedule. While COD has been able to increase the useful life of some equipment through tightened specifications, the department has, by necessity, reduced expenditures and stretched the life of equipment on hand.

Using industry standards, size, composition and the value of its fleet, RCOC should replace approximately \$5 million of equipment per year. The road equipment budget for the current fiscal year has several large equipment replacements identified, however, these purchases do not meet minimum recommended fleet investment due to the rapidly advancing age of the fleet.

# 2013/14 Summary of Expenditures

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## **Engineering**

The Engineering Department has 83 authorized positions. Only 61 positions are budgeted in the current fiscal year, an additional reduction of 2 positions from the previous fiscal year.

Engineering and road improvement activities account for 36.5 percent of RCOC's annual expenditures. The types of projects in the Road Improvement Program (RIP) include capacity improvements, resurfacings, bridge rehabilitation and replacement, gravel road paving and subdivision improvement and repair through the establishment of a Special Assessment District (SAD). Over the last several years, the department has managed nearly \$40 million in annual road improvements.

The Engineering Department is responsible for coordination of the Tri-Party Program which includes one-third funding from each of the following: the County of Oakland, RCOC and participating local communities. This popular program, started in 1973, leverages available road funds and is responsible for numerous road improvements throughout Oakland County. The department also oversees all culvert and bridge inspections as part of the Bridge Management System and conducts road ratings utilizing the Pavement Surface Evaluation and Rating (PASER) system on all paved county roads.

Efforts to secure available federal, state and local funding remains a key function of the Engineering Department. Numerous resurfacing, reconstruction and widening projects have been funded by applications submitted to the Oakland County Federal Aid Committee. In addition, successful grant applications have been submitted to the State of Michigan under the Transportation Economic Development Fund and Local Bridge Fund for various projects. The department also works with local communities to leverage all available funds for all phases of project implementation.

The SAD program, which has slowed in recent years due to the underperforming economy, is generating more interest. This program allows residents to establish an assessment district to fund local road improvements where the costs are typically spread over 10 years.

## **Planning and Environmental Concerns**

The Planning and Environmental Concerns Department (PEC) will have 12 employees budgeted in the current fiscal year. The PEC Department handles Information Systems, Systems Planning and Environmental Concerns.



# 2013/14 Summary of Expenditures

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## **Planning and Environmental Concerns (continued)**

The cost to maintain computer operations and transportation planning activities accounts for approximately 1.4 percent of RCOC's annual expenditures.

The PEC budget includes all of the computer hardware, software, training and consulting services for individual users, departments and the agency. 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 3 Year Computer Plan. Such items include the Geographic Information System (GIS), the Electronic Document Management System, the Cityworks module, the RCOC website, the Internet Service Provider and the Intranet website.

The department works closely with the Managing Director's Office, the County Highway Engineer and the Public Information Officer on long-range transportation plans, corridor studies, funding proposals, revenue options, strategic plans, performance audits, legislative efforts and as a liaison to many sister agencies doing road planning and construction.

In the current fiscal year, PEC will continue to coordinate the distribution of federal aid funds to local agencies by chairing and providing staff support to the Oakland County Federal Aid Task Force. This involves leading several meetings of the Technical Review Committee, the Funding Committee and the full Task Force. The 4 year Transportation Improvement Program (TIP) will result from these efforts.

PEC will work with other departments and Oakland County townships to implement the Gravel Road Improvement Program (GRIP) and update the Master Right of Way Plan. The department also will refine elements of the JD Edwards EnterpriseOne software package, upgrade agency computers and software, and manage the Road Safety Audit process.

The department's Environmental Concerns division will operate the agency's Natural Beauty Road program, as well as conduct project-specific assessments. Division staff will also represent the agency with regard to securing required wetland permits and soil erosion and sediment control permits from state and county authorities. Finally, the division will assure that our garages are following all environmental regulations.

# 2013/14 Summary of Expenditures

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## **Traffic-Safety**

Of 98 authorized positions, the Traffic-Safety Department will have a budgeted staff of 72 employees in the current fiscal year, an additional reduction of 5 from the previous fiscal year.

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

The Traffic-Safety Department, including signal projects, accounts for approximately 10.7 percent of the total expenditures of RCOC. Traffic-Safety is annually responsible for about 150,000 traffic signs, with material costs for installation and repair on 15,500 signs budgeted at \$318,269. Traffic-Safety manages the \$3.2 million Signal Projects program which includes TOC operations, a federal safety project, SCATS wireless communications and LED signal re-lamping.

A traffic management system is in place to provide an inventory of traffic signs and guardrail and a program for the maintenance and replacement of traffic signs. Traffic-Safety will begin implementation of a new sign management system in 2013/14.

The Signal Systems Division of the Traffic-Safety Department has developed a Traffic Signal Management system that provides an inventory of the traffic signals maintained on county, MDOT and city roads by RCOC, and allows staff to quickly obtain asset information such as hardware type, approach pictures, signal timings, layouts and other pieces of information.

In the current fiscal year, RCOC will continue the development of the comprehensive Transportation Information Management System (TIMS), including an updated traffic website. TIMS includes data from MDOT freeway operations, work performed by contractors under RCOC-issued permits and construction projects.

## **Highway Maintenance**

Of 220 authorized positions, the Highway Maintenance Department will have a budgeted staff of 152 employees in the current fiscal year. The Highway Maintenance Department accounts for 16.9 percent of RCOC's total expenditures. The department is responsible for the maintenance of the largest county roadway system in the state.

## 2013/14 Summary of Expenditures

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### Highway Maintenance (continued)

Major activities on more than 2,700 miles of roadway include surface maintenance (patching, base repair, grading, sweeping, dust control, etc.), roadside maintenance (ditching, brush control, mowing, etc.) and snow removal. In the current fiscal year, RCOC will spend \$158,906 on gravel materials to patch and re-gravel sections of gravel roads and shoulders.

The department has budgeted about 7,210 tons of patching materials, 27,021 tons of aggregate and 100,000 tons of snow-control salt and sand chloride. The department typically installs approximately 1 mile of new culverts yearly and applies approximately 6 million gallons of chloride solution for winter de-icing and controlling dust and providing soil stabilization on gravel roads. This department is also the largest user of RCOC's fleet of heavy and specialized equipment.

The rising costs of metal products, culvert pipes, float blades, and equipment continues to challenge the Highway Maintenance Department. The department also expects a 5 percent increase in the cost of aggregate materials. The unpredictability of Oakland County winters sometimes requires additional reserves for overtime and materials. These contingencies make trends in maintenance costs difficult to interpret and project.

These increased costs reduce the amount of new equipment and materials that the Highway Maintenance Department can purchase. RCOC will need to maintain older equipment longer and be very conscious of when and where it uses its materials. The challenge for the Highway Maintenance Department is to continue to offer the high level of service that the public has been accustomed to over the years despite the ever-tightening budget.

RCOC will again utilize the Fleet Management System. The Fleet Management System involves using the latest technology to monitor weather and pavement conditions, track the real-time location of vehicles and coordinate winter-maintenance activities across county boundaries. Approximately 135 RCOC winter-maintenance vehicles are now equipped with the Fleet Management System. These vehicles are located in all districts. The benefits from this project include a reduction in salt use and improved roadway safety through quicker response.

# 2013/14 Summary of Expenditures

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## Highway Maintenance (continued)

The Highway Maintenance Department anticipates the need for cost reductions by searching for alternative, less expensive materials and implementing cost-cutting work methods and equipment modifications. For example, RCOC brine wells have eliminated the need for purchasing liquid chloride for dust control and made it possible for RCOC to pass these cost savings on to our customers, the local units of government and residents.

## NON-DEPARTMENTAL EXPENDITURES

The Non-Departmental budget represents approximately 21.8 percent of RCOC's annual expenditures. This includes the various insurance and self-insurance coverages for RCOC (risk management), fringe benefits, debt service and RCOC's contingency.

The current fiscal year Non-Departmental budget includes \$650,000 to continue recommended funding for Governmental Accounting Standards Board Pronouncement 45 (GASB 45) for the reporting of Other Post-Employment Benefits (OPEB) costs. GASB 45 concerns the timing of recognition of future retiree health-care expenses and recommends the "pre-funding" of those benefits.

## FINANCIAL PICTURE FOR 2013/14

When it comes to funding its roads, Michigan is failing, and continuing the status quo will result in an acceleration of the rate of decline of the road and bridge system. This, in turn, will lead to declining quality of life and reduced economic competitiveness in the global economy. This has been evident in recent years as Michigan's road system has deteriorated. This situation was documented by the Michigan Asset Management Council's review of the system, which revealed that between 2004 and 2011 the number of miles of Michigan's "federal-aid-eligible" roads that were in "poor" condition more than doubled. Inadequate investment in the road system today will mean not only accelerated deterioration of roads, but increased future maintenance costs. There are six primary causes for this.

- **A history of underfunding:** According to US Census Bureau data, for nearly 50 years, Michigan has been among the bottom 10 states in the nation in per capita state and local road funding.
- **Declining revenues:** Michigan's road funding declined in real dollars for 10 years (through 2012) following nearly another decade of stagnant revenues. This stagnation followed by decline resulted in a significant drop in purchasing power.
- **Rising costs:** The costs associated with constructing and maintaining roads are increasing dramatically (most are increasing far more than the rate of consumer inflation) at the same time that road funding is declining.
- **Aging infrastructure:** Michigan's road infrastructure is aging rapidly, and the state's road agencies' current maintenance efforts cannot keep pace with the resulting deterioration.



## FINANCIAL PICTURE FOR 2013/14 (continued)

- **Rising demand:** Despite Michigan's slow population growth in recent years and a temporary decline in vehicle miles traveled (VMT) due to the state's recent economic struggles, demand for its roads is expected to continue rising in the long term. The fact that vehicles continue to become more fuel efficient means these increased miles of travel will generate less and less revenue per mile of travel under the current funding methodology.
- **Diversion of available funds:** The state is skimming millions of dollars off the top of its transportation fund simply to transfer those dollars to other state departments in the form of interdepartmental grants (IDGs).

RCOC's revenue from state-collected sources (gas tax, vehicle registration fee, etc.), decreased 2.6 percent between fiscal years ending 2002 and 2012. As is the case for all road agencies in the state, these are the dollars that RCOC uses to maintain its road system. However, during that same period, many of the agency's costs associated with road maintenance increased significantly. Some examples of the rate of increase for some of these costs during this same period are:

- Fuel increased 301 percent.
- Asphalt increased 80 percent.
- Salt increased 98 percent.
- 5' float blades increased 136 percent.
- Traffic signal cabinets increased 224 percent.

Obviously, when expenses increase much more than revenues, something has to give. In RCOC's situation, staffing levels have fallen by 30 percent since 2007, reducing the level of road maintenance the agency can perform. This will cause the road system to deteriorate more rapidly, while reducing quality of life for residents and causing the business community to suffer.

## **FINANCIAL PICTURE FOR 2013/14**

**(continued)**

The impact of the condition of the road system (including all of its elements) on residents' quality of life and the state's economic health are tremendous. As the Texas Transportation Institute and others have pointed out, motorists and businesses pay a significant price for bad roads. This price includes:

- Costs of repairing vehicles damaged by pothole-riddled roads.
- Lost hours of potentially productive time for commuters stuck in traffic (i.e. a hidden "congestion" tax).
- Businesses unable to deliver goods and services in a timely manner due to crumbling and/or congested roads.
- Loss of existing businesses and jobs.
- Difficulty attracting new talent, new businesses and new jobs to the state.

## **OUTLOOK**

The current fiscal challenges facing RCOC do not lend themselves to easy solutions. RCOC continues to provide statewide leadership directed toward securing additional road funding.

# Budget Exhibit A-5

## 2013/14 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	457,980	1,000	8,500	0	467,480
Customer Services	730,170	7,650	67,000	0	804,820
Finance	758,081	5,450	55,000	0	818,531
Legal	521,305	750	4,000	0	526,055
Central Operations	2,487,466	26,650	299,500	0	2,813,616
Human Resources	340,760	900	500	300,000	642,160
Engineering	3,487,599	37,750	729,000	0	4,254,349
Planning and Environmental Concerns	778,613	3,200	16,000	0	797,813
Traffic-Safety	3,841,105	54,861	615,000	0	4,510,966
Highway Maintenance	<u>7,489,842</u>	<u>86,400</u>	<u>1,312,936</u>	<u>0</u>	<u>8,889,178</u>
<b>Subtotal</b>	<b>\$20,923,921</b>	<b>\$224,611</b>	<b>\$3,107,436</b>	<b>\$300,000</b>	<b>\$24,555,968</b>
Attrition (non-departmental)					<u>(500,000)</u>
<b>TOTAL</b>					<b>\$24,055,968</b>

# Budget Exhibit A-6

## 2013/14 Budget

### Appropriation Summary - - Fringe Benefits

Dental Insurance	\$347,395
Hospitalization	8,186,038
Life Insurance	159,689
Vision Care Insurance	40,398
Flexible Spending Administration	8,499
Cobra Admin-TP Sourcing	6,900
Retirement	4,500,000
Post Employment Benefits-Employer Contribution/Actuarials	650,000
Social Security	2,121,653
Unemployment Insurance	25,000
Workers' Compensation	190,000
Sick Leave Redemption	138,000
Workers' Compensation Self-Insurance	1,145,169 *
Prescription Drugs	3,258,582
Medical Exams/Wellness Program	<u>43,700</u>
<b>TOTAL</b>	<b>\$20,821,023</b>

\* Included in Department Budget \$ 335,169  
Non-Departmental Appropriation \$ 810,000

# 2013/14 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 note was used to improve Walton Road (Dixie Highway to Sashabaw Road).

For the SAD Fund, the note proceeds were used in the construction of subdivision streets in fiscal year 1999 through fiscal year 2001. These construction costs were special-assessed to the owners of the property and reimbursed over a ten-year period.

In fiscal year 2006/07, RCOC issued \$5,000,000 of Michigan Transportation Fund revenue notes. The note proceeds were used for the construction of subdivision streets. These construction costs will be special-assessed to the owners of the property and will be reimbursed over a ten-year period.

In fiscal year 2013/14, RCOC intends to issue \$5,000,000 of Michigan Transportation Fund revenue notes. The note proceeds will be used for the construction of subdivision streets. These construction costs will be special-assessed to the owners of the property and will be reimbursed over a ten-year period.



# Summary of Debt

## SUMMARY OF FUNDED DEBT

Description of Debt	Fund Servicing <u>Debt</u>	Debt Outstanding <u>9/30/2013</u>	2013/2014	
			<u>Debt Service Payments</u> <u>Principal</u>	<u>Interest</u>
\$9,750,000 Michigan Transportation Fund Revenue Notes of 1999 4.05-4.75%	Road Fund	\$500,000	\$500,000	\$0
\$5,000,000 Michigan Transportation Fund Revenue Notes of 2007	SAD Fund	\$1,500,000	\$500,000	\$60,000
\$5,000,000 Michigan Transportation Fund Revenue Notes of 2014	SAD Fund	\$0	\$500,000	\$83,333

2013/2014 DEBT SERVICE			
		<u>Road Fund</u>	<u>SAD Fund</u>
	Principal	\$500,000	\$1,000,000
	Interest	<u>0</u>	<u>143,333</u>
<b>TOTAL DEBT SERVICE</b>		<b>\$500,000</b>	<b>\$1,143,333</b>

# Change in Fund Balance

## ROAD FUND

### Statement of Change in Fund Balance

	<u>Actual</u> Fiscal Year Ending 9/30/12	<u>Budget</u> As Adopted 2012/13	<u>Estimated</u> Budget 2012/13	<u>Budget</u> Fiscal Year Ending 9/30/14
<b>Beginning Fund Balance</b>	<b>\$35,452,357</b>	<b>\$41,406,246</b>	<b>\$41,406,246</b>	<b>\$17,739,160</b>
<b>Revenue</b>	109,160,437	98,744,200	143,842,326	106,070,650
<b>Expenditures</b>	<u>103,206,548</u>	<u>103,101,892</u>	<u>167,509,412</u>	<u>108,025,650</u>
<b>Revenue over (under) Expenditures</b>	5,953,889	(4,357,692)	(23,667,086)	(1,955,000)
<b>Ending Fund Balance</b>	<b>\$41,406,246</b>	<b>\$37,048,554</b>	<b>\$17,739,160</b>	<b>\$15,784,160</b>

Analysis of Ending Fund Balance:

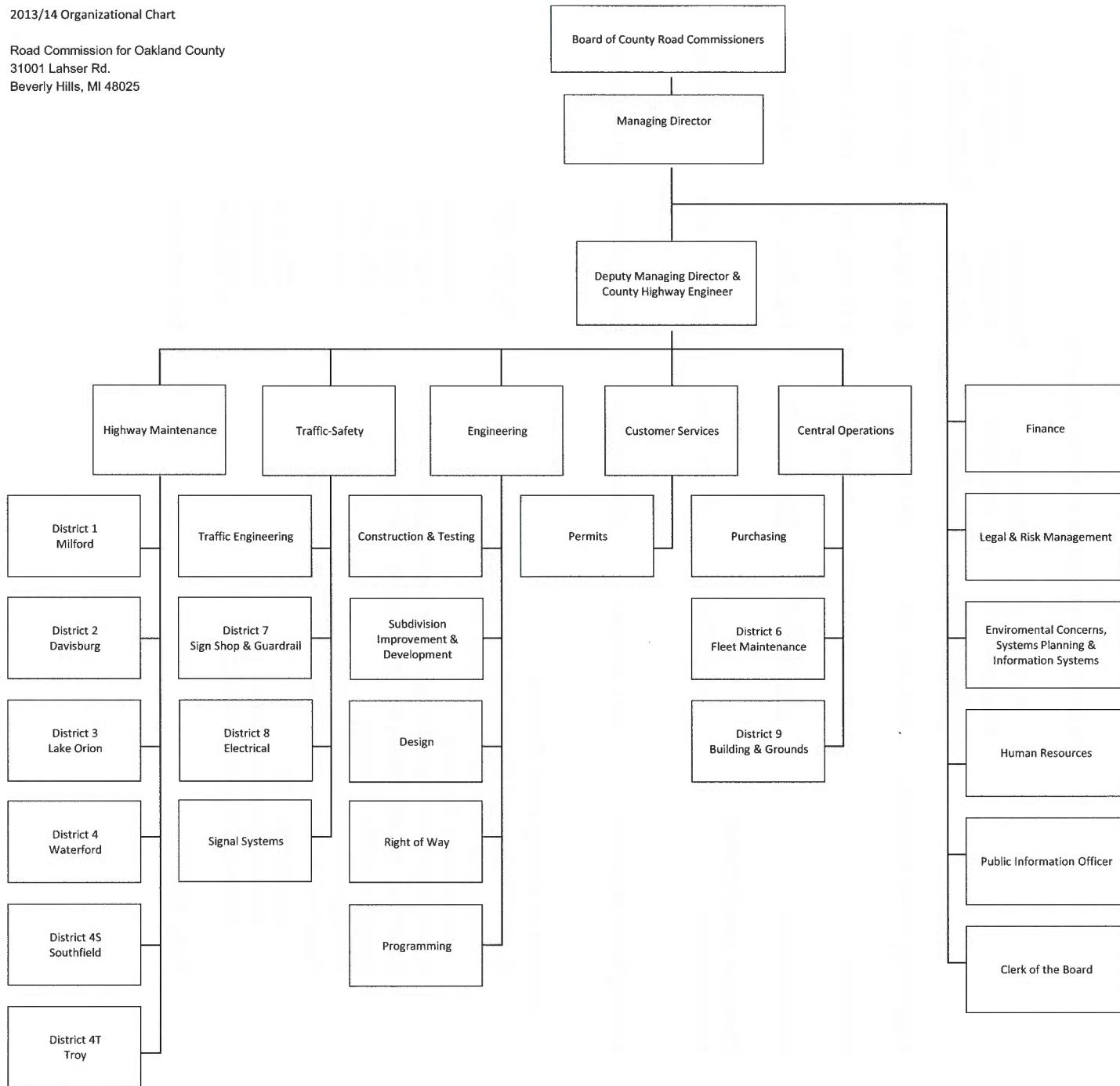
Capital Outlay and Contracted Services	\$5,129,184
Future Years' Capital Acquisitions and Maintenance Projects	3,440,000
Future Years' Tri-Party Construction Participation	6,500,000
Reserved or Designated for Construction in Progress	12,993,391
Non-Spendable Inventory	4,033,167
Non-Spendable Prepaid Assets	862,144
Reserved for Long-Term Portion of Provisions for:	
Uninsured Loss	2,932,918
Compensated Absences	2,756,046
Post-employment Benefits	<u>2,759,396</u>

**Total 9/30/12**

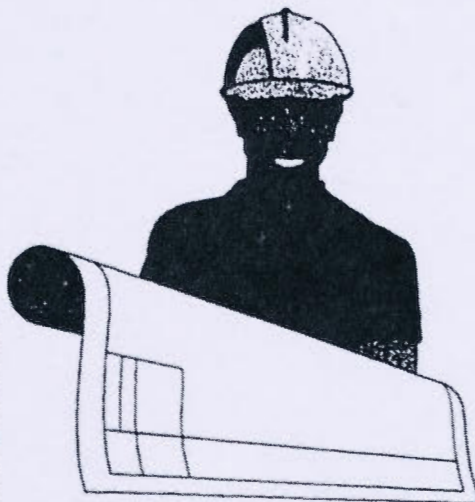
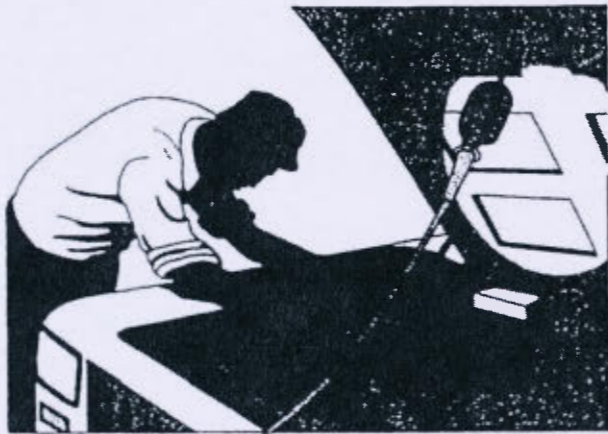
**\$41,406,246**

2013/14 Organizational Chart

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



# Authorized Positions



## 2013/14 Authorized Positions

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### OVERVIEW

In its fiscal year 2007/08 budget, the RCOC began with 552 authorized positions. Since that time, due to shrinking MTF revenue and significantly increasing expenses, the RCOC has been forced to reduce or eliminate many activities and expenditures, which has had a corresponding impact on required staffing level needs. The RCOC has strategically identified those positions affected by the reductions and has designated them as "open", or vacant. The fiscal year 2013/14 Human Resources budget includes \$300,000 of Seasonal for temporary part-time winter maintenance drivers.

Fiscal year 2013/14 Non-Departmental budget includes \$500,000 for Attrition. Attrition in the RCOC Non-Departmental budget refers not only to reduced salaries due to positions held vacant, but also to salaries not expected to be expended due to the normal process of filling position vacancies.

To achieve a balanced budget for fiscal year 2013/14, another 25 positions are being left vacant. It is anticipated that these vacancies will be achieved through attrition. This will result in a grand total of 160 total vacant positions - bringing the total of budgeted "filled" positions to 390 (2 positions were permanently eliminated in fiscal year 2009/10). The following exhibit (A-7) shows the anticipated reductions at the beginning of fiscal year 2013/14. Fringe benefit line items in the Non-Departmental budget reflect reductions related to the 160 unfilled positions for fiscal year 2013/14.



# 2013/14 Authorized Positions

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## History of Budgeted Positions

Fiscal Years 2009/10 - 2013/14

	<u>2009/10 Amended Budget</u>	<u>2010/11 Amended Budget</u>	<u>2011/12 Amended Budget</u>	<u>2012/13 Amended Budget</u>	<u>2013/14 Budget</u>
<b>Managing Director</b>	8	7	7	7	6
<b>Customer Services</b>	6	19	16	15	14
<b>Finance</b>	15	14	14	13	13
<b>Legal</b>	9	9	8	6	7
<b>Human Resources</b>	6	6	5	5	5
<b>Central Operations</b>	64	60	57	52	48
<b>Engineering</b>	75	71	67	63	61
<b>Planning &amp; Environ Concerns</b>	10	12	11	11	12
<b>Traffic-Safety</b>	91	85	80	77	72
<b>Permits &amp; Environ Concerns</b>	17	0	0	0	0
<b>Highway Maintenance</b>	<u>184</u>	<u>181</u>	<u>165</u>	<u>166</u>	<u>152</u>
<b>TOTALS - BUDGETED</b>	<b>485</b>	<b>464</b>	<b>430</b>	<b>415</b>	<b>390</b>
<b>BUDGET REDUCTIONS</b>	<b>67</b>	<b>86</b>	<b>120</b>	<b>135</b>	<b>160</b>
<b>TOTALS - AUTHORIZED</b>	<b>552</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>550</b>

### 2013/14 Budget Exhibit A-7

AUTHORIZED POSITIONS	MANAGING DIRECTOR	CUSTOMER SERVICES	FINANCE	LEGAL	HUMAN RESOURCES	CENTRAL OPERATIONS	ENGINEERING	PLANNING & ENVIRONMENTAL CONCERNS	TRAFFIC-SAFETY	HIGHWAY MAINTENANCE	TOTAL
Account Clerk			5			2			1	1	9
Accounting Supervisor			1								1
Accountant			4								4
Administrative Assistant to Managing Director	1										1
Assistant General Counsel				1							1
Assistant to Mng Dir Public Information Officer	1										1
Attorney I/II				1			1				2
Budget Supervisor			1								1
Chief Weighmaster		1									1
Civil Engineer I/II		1					5		5		11
Civil Engineer III							9		3	1	13
Clerk Typist	1										1
Commission Receptionist	1										1
Computer Programmer II								2			2
Compensation & Benefits Accountant			1								1
Construction Engineer							1				1
Contract Administration/Forestry										1	1

**2013/14 Budget Exhibit A-7**

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<b>AUTHORIZED POSITIONS</b>	<b>MANAGING DIRECTOR</b>	<b>CUSTOMER SERVICES</b>	<b>FINANCE</b>	<b>LEGAL</b>	<b>HUMAN RESOURCES</b>	<b>CENTRAL OPERATIONS</b>	<b>ENGINEERING</b>	<b>PLANNING &amp; ENVIRONMENTAL CONCERNS</b>	<b>TRAFFIC-SAFETY</b>	<b>HIGHWAY MAINTENANCE</b>	<b>TOTAL</b>
Customer Services Coord		1									1
Customer Services Clerk		5									5
Deputy General Counsel				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 Customer Services		1									1
Director of Engineering							1				1
Director of Finance			1								1
Director of Highway Maintenance										1	1
Director of Human Resources					1						1
Director of Traffic Safety									1		1
Director of Planning and Environmental Concerns								1			1
District Clerk										6	6
District Superintendent									2	5	8
Electrical Services Coordinator									1		1
Electrical Technician I/II									3		3
Electrical Technician III									1		1

**2013/14 Budget Exhibit A-7**

<b>AUTHORIZED POSITIONS</b>	<b>MANAGING DIRECTOR</b>	<b>CUSTOMER SERVICES</b>	<b>FINANCE</b>	<b>LEGAL</b>	<b>HUMAN RESOURCES</b>	<b>CENTRAL OPERATIONS</b>	<b>ENGINEERING</b>	<b>PLANNING &amp; ENVIRONMENTAL CONCERNS</b>	<b>TRAFFIC-SAFETY</b>	<b>HIGHWAY MAINTENANCE</b>	<b>TOTAL</b>
Electrical Trainer									1		1
Engineering Aide							5				5
Engineering Inspector II		7					21				28
Engineering Inspector III		2					3				5
Engineering Technician II							11		6	1	18
Engineering Technician III							2		1		3
Environmental Concerns Coordinator								1			1
Environmentalist II								1			1
Equipment Instructor										2	2
Equipment Repair Manager						1					1
Facilities Manager						1					1
Fleet Manager						1					1
Foreman									3	18	21
General Counsel				1							1
Human Resources Specialist					3						3
Human Resources IS Coordinator					1						1
Information Systems Clerk								1			1
Information Systems Supervisor								1			1
Instrument Operator							4				4
Inventory Control Chief						1					1

**2013/14 Budget Exhibit A-7**

<b>AUTHORIZED POSITIONS</b>	<b>MANAGING DIRECTOR</b>	<b>CUSTOMER SERVICES</b>	<b>FINANCE</b>	<b>LEGAL</b>	<b>HUMAN RESOURCES</b>	<b>CENTRAL OPERATIONS</b>	<b>ENGINEERING</b>	<b>PLANNING &amp; ENVIRONMENTAL CONCERNS</b>	<b>TRAFFIC-SAFETY</b>	<b>HIGHWAY MAINTENANCE</b>	<b>TOTAL</b>
Maintenance Analyst										1	1
Maintenance Operations Engineer										1	1
Managing Director	1										1
Office Assistant				1		1	3				5
Office Clerk	1	2				1			2		6
Office Coordinator		1									1
Payroll Accountant			1								1
Payroll Aide			1								1
Permits Engineer		1									1
Planner II								2			2
Planner III								1			1
Plat Analyst							1				1
Programmer I (Computer Tech)								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 Manager							1				1



**2013/14 Budget Exhibit A-7**

<b>AUTHORIZED POSITIONS</b>	<b>MANAGING DIRECTOR</b>	<b>CUSTOMER SERVICES</b>	<b>FINANCE</b>	<b>LEGAL</b>	<b>HUMAN RESOURCES</b>	<b>CENTRAL OPERATIONS</b>	<b>ENGINEERING</b>	<b>PLANNING &amp; ENVIRONMENTAL CONCERNS</b>	<b>TRAFFIC-SAFETY</b>	<b>HIGHWAY MAINTENANCE</b>	<b>TOTAL</b>
Risk & Insurance Analyst				1							1
Risk Management Program Coordinator				1							1
Safety Supervisor				1							1
Secretary		1	1	1		1	1	1	1	1	8
Senior Human Resources Specialist					1						1
Signal Systems Engineer									1		1
Skilled Foreman						4			3		7
SID Supervisor							1				1
Special Assessment Analyst							1				1
Survey Assistant							2				2
Survey Crew Chief							4				4
Traffic Engineer									1		1
Traffic Operations Tech									1		1
Transportation Planning Coordinator								1			1
Utilities Coordinator							1				1
Weighmaster		1									1
Superintendent-In-Training											0
Budget Reduction Salary Positions	(2)	(11)	(3)	(2)	(1)	(6)	(22)	(1)	(9)	(6)	(63)
<b>TOTAL BUDGETED SALARY POSITIONS</b>	<b>6</b>	<b>14</b>	<b>13</b>	<b>7</b>	<b>5</b>	<b>11</b>	<b>61</b>	<b>12</b>	<b>28</b>	<b>34</b>	<b>191</b>

### 2013/14 Budget Exhibit A-7

AUTHORIZED POSITIONS	MANAGING DIRECTOR	CUSTOMER SERVICES	FINANCE	LEGAL	HUMAN RESOURCES	CENTRAL OPERATIONS	ENGINEERING	PLANNING & ENVIRONMENTAL CONCERNS	TRAFFIC-SAFETY	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									22		22
Float Operator										19	19
Forestry Crew Leader										4	4
Grade Person										6	6
Grader Operator										19	19
Guardrail Installer									3		3
Janitor						4					4
Laborer II						2			14	17	33
Loader Operator										6	6
Mechanic						32					32
Radio Repairman									1		1
Shoulder Maintainer										5	5
Shovel/Patchmaster Operator										7	7

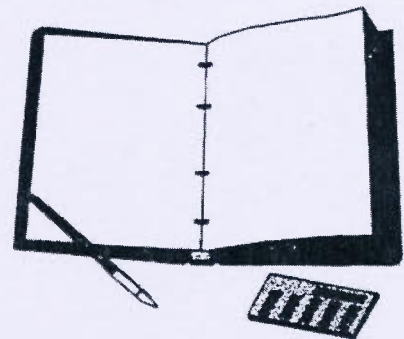
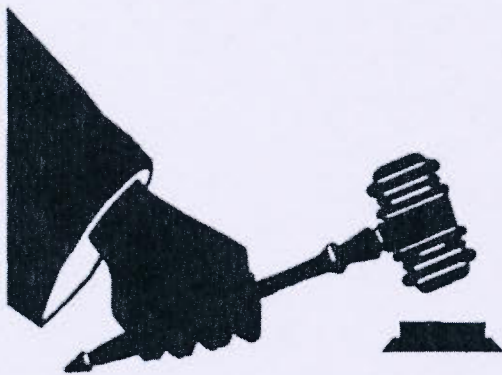
**2013/14 Budget Exhibit A-7**

<b>AUTHORIZED POSITIONS</b>	<b>MANAGING DIRECTOR</b>	<b>CUSTOMER SERVICES</b>	<b>FINANCE</b>	<b>LEGAL</b>	<b>HUMAN RESOURCES</b>	<b>CENTRAL OPERATIONS</b>	<b>ENGINEERING</b>	<b>PLANNING &amp; ENVIRONMENTAL CONCERNS</b>	<b>TRAFFIC-SAFETY</b>	<b>HIGHWAY MAINTENANCE</b>	<b>TOTAL</b>
Sign Fabricator									1		1
Sign Truck Driver									8		8
Skilled Laborer I										6	6
Small Tool Engine Repair Mechanic						1					1
Small Tool Repairman/Janitor											0
Solid State Electrician									2		2
Stock Clerk						4					4
Storekeeper						2					2
Special Traffic Counts									1		1
Street Sign Fabricator									1		1
Tandem Float Driver										62	62
Tire Repair						1				5	6
Tractor Semi Driver										7	7
Traffic Counter									2		2
Tree Trimmer										8	8
Underground Laborer									2		2
Vactor Operator										6	6
Watchman						3					3
Budget Reduction Hourly Positions	0	0	0	0	0	(18)	0	0	(17)	(62)	(97)
<b>TOTAL BUDGETED HOURLY POSITIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>44</b>	<b>118</b>	<b>199</b>





# Departments





# 2013/14 Board of Road Commissioners

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## 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 2,700 miles of roads, and a budget of approximately \$108 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.

# 2013/14 Board of Road Commissioners

## Object Detail

### Board of Road Commissioners

<u>Object</u>	<u>Actual</u> 2011/12	<u>Beginning</u> <u>Budget</u> 2012/13	<u>Estimated</u> <u>Amended</u> <u>Budget</u> 2012/13	<u>Budget</u> 2013/14
<b>Salaries</b> (See Position-Salary Detail)	\$31,001	\$31,000	\$31,000	\$31,000
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	0	250	250	250
Books, Subscriptions & Publications	0	0	0	0
Membership Fees & Dues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>0</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>Contracted Services</b>				
Audit	79,900	110,000	110,000	110,000
<b>Other Expenses</b>				
Travel	3,687	5,200	5,200	5,000
Awards-Employees & Retirees	<u>12,139</u>	<u>12,165</u>	<u>12,165</u>	<u>10,433</u>
	<b>15,826</b>	<b>17,365</b>	<b>17,365</b>	<b>15,433</b>
 <b>TOTAL</b>	 <b>\$126,727</b>	 <b>\$158,615</b>	 <b>\$158,615</b>	 <b>\$156,683</b>

# 2013/14 Board of Road Commissioners

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## Position - Salary Detail

### Board of Road Commissioners

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

# 2013/14 Office of the MANAGING DIRECTOR and Secretary Clerk of the Board

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## OFFICE OF THE MANAGING DIRECTOR

### **Managing Director**

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

### **Deputy Managing Director**

The Deputy Managing Director is responsible for overseeing the technical activities of all RCOC departments and the Road Improvement Program. In the absence of the Managing Director, the Deputy Managing Director assumes full responsibility for the RCOC'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 RCOC communications, including with the media. The Public Information Officer also serves as the public spokesperson for the RCOC, which includes determining strategies for alerting the general public about key RCOC messages and helping to formulate those messages. Additionally, the Public Information Officer helps to share RCOC policies, procedures, programs, etc. with the RCOC staff through means such as the monthly employee newsletter and employee/retiree website.

### **Clerk of the Board**

The Clerk of the Board is the "official keeper of records" charged with the responsibility for providing and maintaining all official RCOC records and making accurate and up-to-date records available to all departments.

The Clerk's Office records, balances and prepares deposits for all incoming RCOC monies; places and arranges payment for advertising for projects and materials; tabulates all equipment and material bids; processes all incoming and outgoing mail; processes all incoming materials for the twice-monthly Board meetings; and prepares the agenda and minutes for the Board meetings.

# 2013/14 Office of the MANAGING DIRECTOR and Secretary Clerk of the Board

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## OFFICE OF THE MANAGING DIRECTOR

### GOALS AND OBJECTIVES

The primary charge of the Managing Director's Office is to carry out the policies and directives of the Board of Road Commissioners, to protect and enhance the reputation and image of the agency and to ensure that the ideals established in the RCOC's vision and mission statements are reflected in all activities of the agency.

This is accomplished through ensuring that the RCOC:

- Demonstrates accountability to its customers, the motorists and residents of Oakland County, and to the local, county and state officials who represent them.
- Provides the safest and most efficient roads possible for its customers, given the resources available.
- Manages its resources responsibly.
- Maintains robust two-way communications with its customers, providing them with necessary information about what it is doing, how it will impact them, why it is being done, what cannot be done and why, as well as receiving their input and feedback and incorporating that information into its decision-making processes.
- Stretches its available funding as far as possible. This includes seeking and embracing new technologies that hold the promise of enhanced safety, increased efficiencies and reduced operating costs.
- Advocates in Washington DC, Lansing and locally on behalf of those using Oakland's county roads, striving to ensure that Oakland County receives the highest level of funding possible to meet its road needs.
- Meets the needs of its internal customers by fostering an environment in which great value is placed on free and open communication between management and staff, and where staff members are encouraged to seek improved ways of doing business.

### ACHIEVEMENTS

Over the preceding year, the Managing Director's Office has:

- Advanced the cost-containment effort within the agency.
- Worked to defeat ill-advised legislation that would adversely impact RCOC or its customers and advocated on behalf of legislation that would be beneficial for its customers.
- Communicated the agency's needs and accomplishments to local, county and state-level elected officials representing the county.
- Initiated communications with its customers at all levels through a variety of mediums to share important information about the agency and its projects, financial challenges and initiatives and to solicit input from motorists, residents and officials.



# 2013/14 Office of the MANAGING DIRECTOR and Secretary Clerk of the Board

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## OFFICE OF THE MANAGING DIRECTOR

### ACHIEVEMENTS

(continued)

- Advocated strenuously for additional local, state and federal funding to address transportation needs in the county.
- Sponsored enhanced training opportunities to advance the capabilities of the RCOC staff.
- Fostered improved communication and cooperation within the management of the agency through the Leadership Team effort.

### SUMMARY OF BUDGET

The Managing Director's current fiscal year budget reflects the continuing effort to maintain services while coping with reduced revenues and rising costs. Overall, this budget reflects a 4.9% decrease in the departmental budget from the previous fiscal year estimated amended budget. The decrease is primarily due to the reduction of 1 additional salary position.

# 2013/14 Office of the MANAGING DIRECTOR and Secretary Clerk of the Board

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## Object Detail

### Office of the Managing Director

<u>Object</u>	<u>Actual</u> 2011/12	<u>Beginning</u> Budget 2012/13	<u>Estimated</u> Amended Budget 2012/13	<u>Budget</u> 2013/14
<b>Salaries</b> (See Position-Salary Detail)	\$496,776	\$498,973	\$498,973	\$467,480
<b>Supplies, Materials &amp; Parts</b>				
Postage	35,976	30,000	30,000	30,000
Stationery & Office Supplies	3,741	6,400	6,400	6,100
Books, Subscriptions & Publications	3,344	3,900	3,900	4,000
Membership Fees & Dues	<u>528</u>	<u>1,500</u>	<u>1,500</u>	<u>1,400</u>
	<b>43,589</b>	<b>41,800</b>	<b>41,800</b>	<b>41,500</b>
<b>Contracted Services</b>				
Professional Services	89,369	110,000	110,000	110,000
<b>Other Expenses</b>				
Travel	4,572	10,000	10,000	8,159
Advertising	<u>34,669</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
	<b>39,241</b>	<b>30,000</b>	<b>30,000</b>	<b>28,159</b>
<b>Capital Outlay</b>				
Office Equipment	0	0	0	0
<b>TOTAL</b>	<b>\$668,975</b>	<b>\$680,773</b>	<b>\$680,773</b>	<b>\$647,139</b>

# 2013/14 Office of the MANAGING DIRECTOR and Secretary Clerk of the Board

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## Position - Salary Detail

### Office of the Managing Director

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Salary Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Managing Director*	\$97,605	\$138,089	\$135,988
1	Deputy Managing Director**	87,379	116,355	114,971
1	Assistant to the Managing Director for Public Information	62,875	72,191	72,191
1	Deputy Secretary/Clerk	53,816	65,669	65,669
1	Administrative Assistant to the Managing Director	45,304	52,749	52,406
1	Office Clerk	37,325	40,499	40,499
1	Clerk Typist	34,122	36,991	36,991
1	Commission Receptionist	31,628	34,625	34,265
<u>(2)</u>	Reduction of Salary Position(s)			<u>(95,000)</u>
<b>6</b>	<b>TOTAL</b>			<b>\$457,980</b>
			Overtime	8,500
			Longevity	<u>1,000</u>
			<b>TOTAL SALARIES</b>	<b>\$467,480</b>

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

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

## CUSTOMER SERVICES

The Department of Customer Services (DCS), provides the citizens of Oakland County a central location to make inquiries and requests related to road issues such as winter maintenance, road repair needs, drainage problems, traffic signs and signals, pavement markings and construction projects. DCS receives approximately 30,000 such contacts annually. The DCS Team will answer questions or complete a report which is forwarded to one of the operating departments for review and possible action. Upon receipt of the action, if one was taken, the Team will follow up with the citizen to provide a timely response to the citizen's request.

DCS also administers the RCOC's summer dust control program for residents residing on gravel roads. The program encompasses approximately 690 of the more than 770 miles of the gravel road mileage in the county.

The Department is also responsible for the issuance of permits and review of work proposed within the right-of-way under the jurisdiction of the RCOC. A variety of permits issued includes:

- 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

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, insurances and other requirements.

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

## GOALS AND OBJECTIVES

DCS continues to look for new ways to improve customer service for the external and internal customers of the RCOC. To accomplish this goal, we are seeking new technologies which will offer many advantages to our customers such as the ability to:

- Reduce response time and provide greater detail for risk claim inquiries.
- More finitely define a particular road concern location.
- Provide the operating departments with multiple requests on one form, thus saving time and resources.
- Provide greater detail on problem locations with the assistance of a GIS map.
- Reduce response time to the external customer.
- Continue improving the timeliness and effectiveness of the permit process by reducing the number of days required to review and approve permit applications while at the same time increasing the thoroughness of the review.

## **CUSTOMER SERVICES GOALS AND OBJECTIVES**

(continued)

- Use of the internet and online forms to further reduce processing time and costs.
- Improve the process through online permit applications and payment of fees with credit cards or other online payment systems.
- Replacement of multi-part carbonless forms which will reduce printing costs and improve efficiency.
- Administration of the chloride program providing updated calculations and feedback to the participating townships, districts and citizens.

## **ACHIEVEMENTS**

The achievements of DCS in the past year include:

- Development and maintenance of a detailed listing of accurate road measurements for the various townships participating in the chloride program.
- Continuation of a day of training to new foremen and other personnel new to the agency to provide a hands-on day of learning on how to respond to citizen concerns and the types of complaints the department receives.
- Permit Rules, Specifications and Guidelines have been updated to current standards.
- Truck Operators' Map was been updated and reprinted.
- Updated the railroad crossing index and made available on the RCOC server.
- Updated detour routes for the closure of railroad crossing.
- Continuation of training opportunities for DCS staff members.

## **SUMMARY OF BUDGET**

The Department of Customer Services' current fiscal year budget reflects the continuing effort to maintain services while coping with reduced revenues and rising costs. Overall, this budget reflects a 5.7% decrease in the departmental budget from the previous fiscal year estimated amended budget. The decrease is primarily due to the reduction of 1 additional salary position.



# 2013/14 Department

## Object Detail

### Department: Customer Services

<u>Object</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Salaries</b> (See Position-Salary Detail)	\$868,606	\$859,466	\$859,466	\$804,820
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	7,507	9,625	9,625	9,625
Office Equipment/Furn (Non-Capital)	0	0	0	0
Software (Non-Capital)	0	0	0	0
Dept Equipment (Non-Capital)	0	0	0	0
Books, Subscriptions & Publications	0	300	300	300
Membership Fees & Dues	0	400	400	400
Safety Control Expense	437	500	500	500
Uniform Expense	650	700	700	700
Road Materials (Adopt-A-Road)	0	0	0	2,700
Small Tools	<u>355</u>	<u>500</u>	<u>500</u>	<u>500</u>
	<b>8,949</b>	<b>12,025</b>	<b>12,025</b>	<b>14,725</b>
<b>Contracted Services</b>				
Maintenance Contracts	14,795	33,920	33,920	33,920
Map & Brochure Printing	<u>4,735</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>19,530</b>	<b>33,920</b>	<b>33,920</b>	<b>33,920</b>
<b>Other Expenses</b>				
Travel	659	1,000	1,000	1,000
Training	<u>1,245</u>	<u>1,602</u>	<u>1,602</u>	<u>1,631</u>
	<b>1,904</b>	<b>2,602</b>	<b>2,602</b>	<b>2,631</b>
<b>Capital Outlay</b>				
Road Equipment	0	0	0	0
Office Equipment	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>\$898,989</b>	<b>\$908,013</b>	<b>\$908,013</b>	<b>\$856,096</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Customer Services**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Director of Customer Services	\$74,216	\$99,441	\$99,441
1	Permits Engineer	66,932	78,375	78,375
1	Civil Engineer II	51,826	60,056	54,531
2	Engineering Inspector III	48,568	58,504	111,578
1	Customer Service Coordinator	49,723	57,609	52,311
1	Chief Weighmaster	45,193	51,715	51,715
7	Engineering Inspector II	43,047	49,780	334,732
1	Office Coordinator	43,047	49,780	49,780
1	Weighmaster	43,047	49,780	49,780
1	Radio Communicator	41,826	46,164	43,394
1	Secretary	40,153	43,540	43,540
2	Office Clerk	37,325	40,499	80,998
5	Customer Service Clerk	37,325	40,499	202,495
<u>(11)</u>	Reduction of Salary Position(s)			<u>(522,500)</u>
<b>14</b>	<b>TOTAL</b>			<b>\$730,170</b>
			Overtime	67,000
			Longevity	7,650
			<b>TOTAL SALARIES</b>	<b>\$804,820</b>

## FINANCE

The functions of the Finance Department are to plan, coordinate and administer all of the accounting, financial and budgetary functions of the RCOC - including the preparation of the financial statements. The Finance Department is responsible for the administration of the RCOC's three-year Financial Plan, in which all department directors participate. It is also charged with the administration of the RCOC Retirement System, the Section 457 Deferred Compensation Plan and the Retiree Health Care Trust.

Other key functions include cash management, investment of funds, handling the issuance of notes and bonds, and financial analysis of special projects to assist the Managing Director with 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 preparing the Annual Report required by Act 51 which governs the operation of the RCOC, preparing billings and accounting for the State Trunkline Maintenance Contract and working with both independent public accountants and state auditors.

### Budget

The Budget section prepares and administers the RCOC's fiscal budget, including preparation of the budget document and the administration of appropriation transfers authorizing revisions to the budget. It analyzes and prepares the monthly Budget vs. Actual report and assists all departments in identifying and resolving variances. The Budget section also handles the accounting for the Road Improvement Program, the Traffic Signal Program and SAD, which includes billing local units of government for their agreed participation in road projects.

## GOALS AND OBJECTIVES

The principle goal of the Finance Department is to manage the agency's financial resources in a fiscally responsible manner and to provide useful and accurate financial information efficiently and timely to internal and external customers.

The current objectives of the Finance Department are:

- Provide a Finance Department that is accessible, visible and approachable to its customers.
- Continue to analyze and amend processes utilizing current systems to create efficiencies where possible.
- Continue educational sessions for Retirement System and Deferred Compensation Plan.
- Continue updates to the RCOC Financial Plan and Budget documents with an emphasis on performance measures.

## FINANCE

### GOALS AND OBJECTIVES

#### (continued)

- Ensure process and practices comply with internal RCOC regulations and all state and federal laws.
- Operate within the department budget.
- Build, provide and demonstrate strong, proactive employee and vendor relations practices.

### ACHIEVEMENTS

The achievements of the Finance Department in the past year include:

- Continued posting of the audited financial statement, adopted annual budget document and annual Act 51 financial report on the RCOC website.
- Continued participation in state-wide "dash board" and bench marking efforts.
- Resolution of securities lending litigation.
- Established a "hybrid" pension plan for new hire non-represented employees.
- Continued to monitor and explore new business opportunities for the agency.

### SUMMARY OF BUDGET

The Finance Department's current fiscal year budget reflects the continuing effort to maintain services while coping with reduced revenues and rising costs. Overall, this budget reflects a 1.4% decrease in the departmental budget from the previous fiscal year estimated amended budget. The decrease is primarily due to a 32.8% reduction in Retirement Administrative Expense.

# 2013/14 Department

## Object Detail

**Department: Finance**

<u>Object</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$797,902</b>	<b>\$806,980</b>	<b>\$806,980</b>	<b>\$818,531</b>
 <b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	7,541	8,636	8,636	7,301
Office Equipment/Furn (Non-Cap)	0	0	0	0
Books, Subscriptions & Publications	440	460	460	475
Membership Fees & Dues	<u>1,254</u>	<u>1,390</u>	<u>1,390</u>	<u>1,395</u>
	<b>9,235</b>	<b>10,486</b>	<b>10,486</b>	<b>9,171</b>
 <b>Contracted Services</b>				
Professional Services-Acct Services	650	0	0	0
Professional Services-Other	1,841	2,200	2,200	2,500
Retirement Administrative Expense	<u>35,476</u>	<u>73,310</u>	<u>73,310</u>	<u>49,260</u>
	<b>37,967</b>	<b>75,510</b>	<b>75,510</b>	<b>51,760</b>
 <b>Other Expenses</b>				
Travel	936	1,900	1,900	2,400
Training	<u>0</u>	<u>0</u>	<u>0</u>	<u>500</u>
	<b>936</b>	<b>1,900</b>	<b>1,900</b>	<b>2,900</b>
 <b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
 <b>TOTAL</b>	<b>\$846,040</b>	<b>\$894,876</b>	<b>\$894,876</b>	<b>\$882,362</b>



# 2013/14 Department

## Position - Salary Detail

Department: Finance

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Director of Finance	\$74,216	\$99,441	\$99,441
1	Accounting Supervisor	62,875	72,191	72,191
1	Budget Supervisor	62,875	72,191	72,191
4	Accountant	51,826	60,056	234,699
1	Compensation & Benefits Accountant	51,826	60,056	60,056
1	Payroll Accountant	47,164	54,599	54,599
1	Payroll Aide	41,826	46,164	46,164
5	Account Clerk	40,153	43,540	217,700
1	Secretary	40,153	43,540	43,540
<u>(3)</u>	Reduction of Salary Position(s)			<u>(142,500)</u>
<b>13</b>	<b>TOTAL</b>			<b>\$758,081</b>
			Overtime	55,000
			Longevity	<u>5,450</u>
			<b>TOTAL SALARIES</b>	<b>\$818,531</b>

## LEGAL

The responsibility of the Legal Department is to manage the legal affairs of the RCOC; 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 policies; and to be responsible for the Risk Management function of the RCOC, involving loss prevention and control of the agency's assets and the improvement of both employee and highway safety.

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.
- Management of all on-the-job injury and workers' compensation claim activity.
- Statutorily-mandated duties:
  - Abandonment petitions
  - Highway jurisdiction transfers
  - Freedom of Information Act compliance
- Insurance broker selection process.
- Contract drafting and review, including the preparation and/or review of agreements.
- Identification and recommendations regarding the acquisition of various insurance coverage.
- 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 RCOC's insurance and self-insurance programs for liability, property and workers' compensation; and risk analysis.

## GOALS AND OBJECTIVES

Goals of the Legal Department for the coming year include the following:

- Conduct regular inspections and risk assessments of excess RCOC owned properties.
- Finish reorganization of Legal Department staff responsibilities, including cross training.
- Initiate periodic attendance by Risk Management Coordinator or Safety Supervisor at select meetings of operating departments.
- Initiate professionally conducted building and equipment valuations.
- Expand agency Wellness program with possible on-line component.

## LEGAL

### ACHIEVEMENTS

Recent department accomplishments include the following:

- Began preparations and scheduling of presentations to staff regarding RCOC contract requirements.
- Conducted field work site safety inspections; process is on-going.
- Formulated training program for staff regarding privacy and health laws.
- Incorporated in-person workers' compensation investigations as standard practice.
- Established a program with the 48th District Court Probation Office to enhance court ordered recovery for damaged RCOC property. This will also be expanded to include other appropriate district courts.

### SUMMARY OF BUDGET

The Legal Department's current fiscal year budget reflects the continuing effort to maintain services while coping with reduced revenues and rising costs. Overall, this budget reflects a 10.0% increase in the departmental budget from the previous fiscal year estimated amended budget. The increase is primarily due to 1 less salary position being unbudgeted in the current fiscal year due to the needs of the department.

# 2013/14 Department

## Object Detail

**Department: Legal**

<u>Object</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$474,284</b>	<b>\$477,379</b>	<b>\$477,379</b>	<b>\$526,055</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	6,509	8,147	8,147	8,751
Office Equipment/Furn (Non-Capital)	620	0	0	0
Books, Subscriptions & Publications	8,275	12,000	12,000	10,500
Safety Control	<u>17,356</u>	<u>17,000</u>	<u>17,000</u>	<u>17,700</u>
	<b>32,760</b>	<b>37,147</b>	<b>37,147</b>	<b>36,951</b>
<b>Contracted Services</b>				
Professional Services - Legal	16,012	16,000	16,000	16,000
Workers Comp-Salary	<u>3,850</u>	<u>0</u>	<u>0</u>	<u>4,277</u>
	<b>19,862</b>	<b>16,000</b>	<b>16,000</b>	<b>20,277</b>
<b>Other Expenses</b>				
Travel	1,726	1,500	1,500	1,500
Training	<u>1,115</u>	<u>1,500</u>	<u>1,500</u>	<u>2,250</u>
	<b>2,841</b>	<b>3,000</b>	<b>3,000</b>	<b>3,750</b>
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>\$529,747</b>	<b>\$533,526</b>	<b>\$533,526</b>	<b>\$587,033</b>

# 2013/14 Department

## Position - Salary Detail

Department: Legal

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	General Counsel	\$79,785	\$106,924	\$106,924
1	Deputy General Counsel	76,160	88,680	88,680
1	Assistant General Counsel	70,849	82,493	80,343
1	Risk Management Program Coordinator	62,875	81,577	72,191
1	Attorney II	65,906	76,739	72,735
1	Safety Supervisor	52,098	60,663	60,663
1	Risk & Insurance Analyst	47,164	54,599	49,597
1	Secretary -- Legal	39,394	45,870	44,673
1	Office Assistant	37,325	40,499	40,499
<u>(2)</u>	Reduction of Salary Position(s)			<u>(95,000)</u>
<b>7</b>	<b>TOTAL</b>			<b>\$521,305</b>
			Overtime	4,000
			Longevity	<u>750</u>
			<b>TOTAL SALARIES</b>	<b>\$526,055</b>



## HUMAN RESOURCES

The Human Resources Department is responsible for providing centralized human resource services. The vision of the Human Resources Department is "Building a Foundation for Excellence". This is accomplished by coordinating an array of high quality services for RCOC employees, including health and welfare benefits, compensation planning, workforce planning, organizational analysis, talent acquisition and development and employee/labor relations.

Human Resources leads the way in terms of identifying and assisting in the implementation of change initiatives at the RCOC by partnering with all levels of management. Over the years, the Human Resources Department has been able to identify many means of improving the work environment. These efforts have been reflected in the RCOC's mission statement and strategic goals.

## GOALS AND OBJECTIVES

The goals of the Human Resources Department for the next year include the following:

- Provide an HR department that is accessible, visible and approachable.
- Establish and build strong working relationships with vendors while remaining aware of service contracts to maximize benefits to the RCOC.
- Identify and deliver "critical" training to the RCOC.
- Complete succession plan for key positions within the RCOC.
- Drive continuous improvement within the HR department's information technology systems to streamline workflow, reduce manual processes, maximize functionality and produce reports for analysis of trends.
- Develop an HR scorecard to reflect progress on metrics and projects throughout the year.
- Audit processes and record retention practices to ensure compliance to internal RCOC regulations and State / Federal laws.
- Operate within the departmental budget.
- Explore and identify opportunities for subsidies related to HR practices including health/welfare, hiring practices, training etc.
- Review, standardize and update department operational processes to drive consistency and create a department knowledge center.
- Provide materials and communication to educate employees on healthcare services and costs.
- Remain current on healthcare reform and implement change in a balanced approach.
- Complete ADA compliant job descriptions on all non-represented positions.
- Review the performance appraisal process for inclusion of RCOC core competencies and overall process improvements.
- Build, provide and demonstrate strong, proactive employee and labor relations practices.
- Execute HR programs & special projects as required.

## HUMAN RESOURCES ACHIEVEMENTS

Understanding the need to balance fiscal responsibility and employee needs, the HR Department has been challenged to continue to meet employee needs while providing maximum benefits at minimal costs. In an effort to maintain and improve employee engagement and in response to the identified needs, throughout the calendar year 2012, the Human Resources team responded as follows:

### Health & Welfare Benefits:

- Implemented a Retirement Savings Account for non-represented new hires.
- Implemented a 24-hour benefits call line.
- Implemented PA 152 by adopting Hard Cap threshold for non-represented employees, while preparing for further state and federal health care reform.
- Offered a new PPO plan for non-represented employees, reflecting lower employee contributions.
- Offered a purchase vacation program for non-represented employees.
- Improved effectiveness of leave programs through full utilization of case management practices.

### Employee Relations:

- Increased support of operational concerns related to work practices.
- Enhanced the Alternative Work Schedule program.
- Strategically began preparation for negotiation of the collective bargaining agreements.
- Continued revision of job descriptions to reflect ADA compliance for all represented positions.

### Talent Acquisition & Development:

- Provided agency wide training alternatives via on-line resources.
- Expanded the part-time temporary winter maintenance workforce as an alternative to meet demands for road maintenance and safety regulations.
- Updated the internship program.

During 2012, the Human Resources Department welcomed a new Human Resource Information System (HRIS) Coordinator and a new Director of Human Resources. Through this transition, we continued to plan and implement necessary health care reform actions, as well as conduct annual eligibility audits. Total compensation and benefit statements were distributed to RCOC employees for education and awareness of value to the employees and the agency.

## **HUMAN RESOURCES**

### **ACHIEVEMENTS**

**(continued)**

The agency turnover for 2012 was at 9%, with a majority of the turnover experienced through retirements. Although the agency continues to reduce headcount, there were several key positions within the agency that required extensive recruiting and selection effort, either due to leadership or technical skills requirements. The expansion of the temporary, part time winter maintenance workforce was a major accomplishment for the department, as well as the agency. Audits and updates were completed to support compliance to state and federal laws. The tuition reimbursement program continues to be a valued benefit among the workforce, with participation at all levels of the organization. Agency-wide projects and events were led and coordinated by the Human Resources Department, including the annual "Take Our Daughters and Sons to Work Day" and on-site immunization availability. The department has also initiated migration to an electronic file storage system.

### **SUMMARY OF BUDGET**

The Human Resources Department's current fiscal year budget reflects the continuing effort to maintain services while coping with reduced revenues and rising costs. Overall, this budget reflects a 25.1% increase in the departmental budget from the previous fiscal year estimated amended budget. The increase is primarily due to a 66.7% increase in seasonal salaries.

# 2013/14 Department

## Object Detail

### Department: Human Resources

<u>Object</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Salaries</b> (See Position-Salary Detail)	\$351,985	\$514,699	\$514,699	\$642,160
<b>Employee Benefits</b>				
OPEB-Medicare Actuarials	0	0	0	0
Medical Exams	<u>15,718</u>	<u>18,000</u>	<u>18,000</u>	<u>29,700</u>
	<b>15,718</b>	<b>18,000</b>	<b>18,000</b>	<b>29,700</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	10,613	5,000	5,000	5,000
Office Equipment/Furn (Non-Capital)	0	0	0	0
Software (Non-Capital)	0	0	0	0
Books, Subscriptions & Publications	0	1,500	1,500	1,500
Membership Fees & Dues	<u>339</u>	<u>485</u>	<u>485</u>	<u>485</u>
	<b>10,952</b>	<b>6,985</b>	<b>6,985</b>	<b>6,985</b>
<b>Contracted Services</b>				
EDP Services	1,139	1,250	1,250	36,375
Labor Relations	51,422	81,100	81,100	74,400
Professional Services-Emp. Asst.	<u>19,345</u>	<u>21,750</u>	<u>21,750</u>	<u>21,750</u>
	<b>71,906</b>	<b>104,100</b>	<b>104,100</b>	<b>132,525</b>
<b>Other Expenses</b>				
Travel	802	2,200	2,200	2,200
Advertising	2,448	2,000	2,000	2,000
Training	<u>15,503</u>	<u>20,950</u>	<u>20,950</u>	<u>20,950</u>
	<b>18,753</b>	<b>25,150</b>	<b>25,150</b>	<b>25,150</b>
<b>Capital Outlay</b>	0	0	0	0
Office Equipment				
<b>TOTAL</b>	<b>\$469,314</b>	<b>\$668,934</b>	<b>\$668,934</b>	<b>\$836,520</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Human Resources**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Director of Human Resources	\$74,216	\$99,441	\$88,830
1	Senior Human Resources Specialist	62,875	72,191	72,191
3	Human Resources Specialist	52,098	60,663	177,240
1	HRIS Coordinator	45,304	52,749	49,999
(1)	Reduction of Salary Position(s)			<u>(47,500)</u>
<b>5</b>	<b>TOTAL</b>			<b>\$340,760</b>
			Overtime	500
			Seasonal	300,000
			Longevity	900
			<b>TOTAL SALARIES</b>	<b>\$642,160</b>



## CENTRAL OPERATIONS

The Central Operations Department (COD) Headquarters includes the Director, Fleet Manager and support staff. COD has three divisions. The following is a summary of activities by division.

### Purchasing

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

The Purchasing staff is knowledgeable about public buying requirements and techniques. Annual purchase volume for the agency is approximately \$15 million. Procurements include services, equipment and materials needed by RCOC personnel to maintain our mission to provide reasonably safe and convenient roads to the motoring public.

The Purchasing Division has administrative responsibility for the telephone system and the procurement card program. They also make work-related travel and hotel arrangements for all RCOC personnel.

Inventory Control, part of the Purchasing Division, maintains stock of commonly used parts and supplies. The stockroom staff delivers mail and supply orders throughout the agency daily. The value of the inventory is approximately \$3 million.

### Fleet Maintenance

Fleet Maintenance, District 6, is responsible for the repair and maintenance of equipment; for example, trucks, pickups, vans, sedans, graders, plows, trailers, excavators, spreaders, mowers, saws and aerial equipment. The RCOC provides wrecker services to its own vehicles through the Fleet Maintenance Division. A major contribution to the RCOC is the preventative maintenance program for its fleet of over one thousand pieces of equipment.

### Buildings and Grounds

Buildings and Grounds, District 9, is responsible for the maintenance and repair of all RCOC facilities, heating and air conditioning, security service, utilities and storage facilities for salt, brine, gasoline, diesel fuel, etc. The Buildings and Grounds team completes project work to help maintain and improve the safe and efficient operations of the RCOC. The dispatcher and night watchmen are part of the Buildings and Grounds Division.

## GOALS AND OBJECTIVES

The goal of COD is to serve the other departments and divisions of the RCOC to the highest standard in building maintenance and fleet repair at the most reasonable cost possible, and to assist departments in the purchase of equipment, materials and services. COD also provides in-house stock of commonly used supplies and parts for all departments and districts and strives to increase efficiency.

## CENTRAL OPERATIONS

### GOALS AND OBJECTIVES (continued)

COD's fiscal year 2013/14 objectives are as follows:

- To maintain and repair road equipment to a standard of safety and efficiency.
- Scheduling equipment for seasonal readiness.
- Provide safe and efficient buildings and building systems for employees and those accessing the facilities.
- Specification and acquisition of equipment to replace 6 Dump Trucks, 1 Truck Tractor, 1 Sign Truck, 2 - 3/4 ton Pick Up Trucks, 2 Vans, 12 - 2wd 1/2 ton Pick Up Trucks and 2 Automobiles.
- Refurbishment of existing equipment to include: 8 Dump Trucks, 1 Loader and 1 Auger Truck

### ACHIEVEMENTS

COD has completed the following major projects:

- Inspected, repaired or replaced suspensions, brakes and tie rods in salt trucks.
- Completed construction of new salt domes in District 3 Lake Orion and District 4S Southfield.
- Completed elevator rehabilitation in the Beverly Hills Office.
- Completed Security Camera Installation at the PVR Complex.
- Completed right-size fleet analysis.

### SUMMARY OF BUDGET

The Central Operations Department's current fiscal year budget reflects the continuing effort to maintain services while coping with reduced revenues and rising costs. Overall, this budget reflects a 10.7% decrease in the departmental budget from the previous fiscal year estimated amended budget. The decrease is primarily due to a 67.8% reduction in capital expenditures.

# 2013/14 Department

## Object Detail

### Department: Central Operations

<u>Object</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$2,836,442</b>	<b>\$3,042,345</b>	<b>\$3,042,345</b>	<b>\$2,813,616</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	5,078	8,000	8,000	10,000
Office Equipment/Furn (Non-Cap)	1,001	9,000	9,000	15,000
Parts, Supplies and Freight	1,409	8,000	8,000	2,000
Books, Subscriptions & Publications	0	100	100	100
Membership Fees & Dues	1,170	800	800	1,500
Janitor & Restroom Supplies	42,890	40,000	40,000	50,000
Safety Control Expense	11,255	9,000	9,000	11,000
Garage Expense	71,115	60,000	60,000	70,000
Vehicle Safety Improvement	1,311	1,500	1,500	1,500
Gas, Oil & Diesel Fuel	2,074,185	2,505,000	2,505,000	2,524,527
Small Tools (Garage & Road)	<u>31,131</u>	<u>20,000</u>	<u>20,000</u>	<u>30,000</u>
	<b>2,240,545</b>	<b>2,661,400</b>	<b>2,661,400</b>	<b>2,715,627</b>
<b>Contracted Services</b>				
Laundry Expense	8,542	15,000	15,000	9,000
EDP Services	0	100	100	50
Maintenance Contracts	13,927	18,000	18,000	35,000
Security Services	49,147	40,000	40,000	30,000
Fire Suppression Services	4,492	7,000	7,000	5,000
Car Washing	3,672	4,000	4,000	4,000
Disposal of Hazardous Waste	11,953	8,000	8,000	8,000
Workers' Comp-Self Insured Exp	<u>45,407</u>	<u>46,978</u>	<u>46,978</u>	<u>46,978</u>
	<b>137,140</b>	<b>139,078</b>	<b>139,078</b>	<b>138,028</b>

# 2013/14 Department

## Object Detail

### Department: Central Operations (continued)

<u>Object</u>	<u>Actual 2011/12</u>	<u>Beginning Budget 2012/13</u>	<u>Estimated Amended Budget 2012/13</u>	<u>Budget 2013/14</u>
<b>Other Expenses</b>				
Travel	160	500	500	1,000
Training	750	0	0	1,200
Maintenance Contracts Office Equip	<u>33,578</u>	<u>30,000</u>	<u>30,000</u>	<u>29,532</u>
	<b>34,488</b>	<b>30,500</b>	<b>30,500</b>	<b>31,732</b>
<b>Utilities</b>				
Electrical	233,568	265,000	265,000	265,000
Heat	144,751	240,000	240,000	240,000
Water	45,551	45,000	45,000	43,250
Telephone	<u>210,636</u>	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>
	<b>634,506</b>	<b>775,000</b>	<b>775,000</b>	<b>773,250</b>
<b>Repair/Maintenance</b>				
Building Maintenance	260,700	270,000	290,900	250,000
Garage Equipment Repair	40,564	35,000	35,000	21,000
Grounds Maintenance	3,451	2,000	2,000	2,000
Repair to Fuel Equipment	15,355	35,000	35,000	40,000
Road and General Equipment Repair	<u>2,857,437</u>	<u>2,779,724</u>	<u>2,819,724</u>	<u>2,600,000</u>
	<b>3,177,507</b>	<b>3,121,724</b>	<b>3,182,624</b>	<b>2,913,000</b>
<b>Capital Outlay</b>				
Land	0	0	0	0
Land & Improvement	0	0	0	0
Buildings	115,217	0	25,782	0
Road Equipment	0	0	0	342,000
Shop Equipment	0	0	0	0
Storage Facilities	293,912	0	997,907	0
Office Equipment	<u>0</u>	<u>0</u>	<u>40,000</u>	<u>0</u>
	<b>409,129</b>	<b>0</b>	<b>1,063,689</b>	<b>342,000</b>
<b>TOTAL</b>	<b>\$9,469,757</b>	<b>\$9,770,047</b>	<b>\$10,894,636</b>	<b>\$9,727,253</b>

# 2013/14 Department

## Position - Salary Detail

Department: Central Operations

Division: Office of the Director

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Salary Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Central Operations	\$74,216	\$99,441	\$83,448
1	Fleet Manager	58,641	67,491	67,491
<u>1</u>	Secretary	40,153	43,540	<u>43,540</u>
<b>3</b>	<b>TOTAL</b>			<b>\$194,479</b>
		Overtime		14,000
		Longevity		1,250
				<u>          </u>
		<b>TOTAL SALARIES</b>		<b>\$209,729</b>



# 2013/14 Department

## Position - Salary Detail

Department: Central Operations

Division: Purchasing

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Purchasing Division Supervisor	\$62,875	\$72,191	\$68,775
1	Inventory Control Chief	48,568	58,504	57,470
2	Purchasing Agent	47,164	54,599	109,198
2	Account Clerk	40,153	43,540	87,080
1	Office Assistant	37,325	40,499	40,499
2	Storekeeper	47,612		95,224
4	Stock Clerk	45,615		182,460
(3)	Reduction of Salary Position(s)			(162,000)
(2)	Reduction of Hourly Position(s)			<u>(94,800)</u>
8	<b>TOTAL</b>			<b>\$383,906</b>
		Overtime		5,500
		Longevity		<u>4,750</u>
	<b>TOTAL SALARIES &amp; WAGES</b>			<b>\$394,156</b>

# 2013/14 Department

## Position - Salary Detail

Department: Central Operations

District #6: Fleet Maintenance

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Equipment Repair Manager	\$60,246	\$67,491	\$67,491
1	Office Clerk	37,325	40,499	40,499
3	Skilled Foreman	56,722	59,405	178,215
32	Mechanic	52,187		1,669,984
1	Small Tool Engine Repair Mechanic	48,422		48,422
1	Tire Repair	46,925		46,925
2	Laborer II	44,345		88,690
(1)	Reduction of Salary Position(s)			(57,000)
<u>(12)</u>	Reduction of Hourly Position(s)			<u>(568,800)</u>
<b>28</b>	<b>TOTAL</b>			<b>\$1,514,426</b>
		Overtime		190,000
		Longevity		13,100
				<hr/>
	<b>TOTAL SALARIES &amp; WAGES</b>			<b>\$1,717,526</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Central Operations**

**District #9: Buildings and Grounds**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Facilities Manager	\$60,246	\$67,491	\$64,240
1	Skilled Foreman	56,722	59,405	59,405
1	Carpenter	52,187		52,187
1	Crew Leader	50,378		50,378
4	Building Maintenance Laborer	46,925		187,700
3	Watchman	45,615		136,845
4	Janitor	38,875		155,500
(2)	Reduction of Salary Position(s)			(122,000)
(4)	Reduction of Hourly Position(s)			<u>(189,600)</u>
<b>9</b>	<b>TOTAL</b>			<b>\$394,655</b>
			Overtime	90,000
			Longevity	7,550
				<u><b>\$492,205</b></u>
	<b>TOTAL SALARIES &amp; WAGES</b>			<b>\$492,205</b>

## ENGINEERING

The Engineering Department's function is to design and build road and bridge improvements. The Department keeps an extensive database on the condition of the roads and bridges. Using this information and the principles of Asset Management, the Engineering Department recommends preventive maintenance treatments, widenings, rehabilitations and reconstruction projects for the bridges and road system. Once a project is selected and approved, the Engineering Department secures funding, designs the improvements, purchases the necessary right-of-way; then bids and oversees the construction.

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 (ROW) Division acquires right-of-way needed for road improvement projects, and maintains the real estate records of the RCOC. The ROW division negotiates for and acquires properties needed. The ROW division performs all administrative work associated with right-of-way, including determining property ownership, appraisals and necessary documentation of the property sales, title work and recording. In addition to serving departmental project needs, the division assists other departments, local units of government, utility companies and citizens with right-of-way coordination and questions.

### Subdivision Improvement & Development

The Subdivision Improvement Development (SID) Division has three major areas of responsibility for public subdivision streets in non-incorporated areas of the county: administration of acceptance of new streets created by developers, improvement of existing streets by special assessment procedures and administration of conversions of private streets to public status when necessary procedures are initiated by communities. The SID division oversees the design, right-of-way coordination and construction inspection for these types of improvements, as well as assisting the Design Division when time allows.

### Design

The Design Division is responsible for the design of all county road and bridge improvement projects other than subdivision street improvements (although, at times, it assists with these). Most projects are designed in-house by staff, however consulting engineering contracts are administered when necessary. Other responsibilities include advertising for and qualifying private contractors to construct the projects, conducting public informational meetings and assisting in plan review of major improvements built under RCOC permit.

### Construction and Testing

The Construction Division is responsible for the administration of all construction contracts, including testing activities. The division is responsible for quality assurance on all road improvement projects, including contractor compliance with design and construction

## ENGINEERING

### Construction and Testing (continued)

specifications. The division evaluates soils and other factors of a project area prior to design. Testing construction materials at the point of manufacture and on site, both during and after construction, is another important responsibility.

On-site inspection of contractors' work is performed throughout a project. The Construction Division works with public officials, residents and business owners during construction to keep them informed and address their concerns. Documentation of work accomplished and materials used is conducted for both RCOC use and for verification to funding agencies such as the Federal Highway Administration and MDOT.

### Programming

The Programming Division is responsible for suggesting and scheduling road improvement projects using 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. Programming also oversees the Pavement Management System (PMS), Bridge Management System (BMS), Geographic Information System (GIS) and administers the Tri-Party program.

## GOALS AND OBJECTIVES

The goal of the Engineering Department is building quality and durable road and bridge projects, on time and within budget, for the traveling public. In order to accomplish this goal, procedures, specifications, new materials and training opportunities are continually reviewed and utilized.

Some budget considerations of the department for fiscal year 2013/14 are as follows:

The 2013/14 Road Improvement Program (RIP) includes only projects where the RCOC leverages its funds by providing matching funds to federally funded projects, Tri-Party projects and occasional 50/50 programs.

The department is increasing the use of Asset Management principles to determine infrastructure improvements. Asset Management begins with rating existing infrastructure, determining the expected service life of each segment of road, bridge or culvert, and then applying the most cost-effective preventive maintenance to that asset to extend its service life. The infrastructure conditions are kept in two databases: The Pavement Management System (PMS) and Bridge Management System (BMS). Included in the fiscal year 2013/14 RIP is funding for bridge inspections and ratings on 1/2 of the 183 bridges RCOC "B" bridges (bridges under 20 ft. in length). These PMS and BMS ratings help us monitor the condition



## ENGINEERING GOALS AND OBJECTIVES (continued)

of the roads and bridges, individually and collectively, to define when and where resources should be spent to best maintain the integrity of the road system.

The practice of the Federal Aid Committee, which has traditionally allocated federal dollars to the roads in most desperate need of repair and widening, is a challenge to applying Asset Management techniques. There are approximately 99 type "A" bridges and 183 type "B" bridges under RCOC jurisdiction. "A" bridges are inspected every two years by statute. The RCOC inspects 1/2 of the "B" bridges every two years, effectively inspecting all "B" bridges on a four year cycle.

The objectives of the department for fiscal year 2013/14 are as follows:

- Complete 1/2 of the type "B" bridge inspections.
- Coordinate Bridge Management Preventive Maintenance with the Traffic Safety and Highway Maintenance departments.
- Achieve 100% SESC/Storm Water Operator's certification compliance.
- Have ready a minimum two future Transportation Improvement Program (TIP) Projects ready for Advance Construction.
- Bid large projects in fall/winter (especially federal aid projects).
- Achieve 100% obligation of federal funds.
- Use Asset Management for recommended road improvements.
- Provide preventive maintenance project list to Maintenance Department.
- Continue to update and incorporate Americans with Disabilities Act (ADA) requirements, elderly mobility requirements and Complete Streets considerations.
- Continue to use Context Sensitive Design and "Green" options for road construction where possible.

## ACHIEVEMENTS

Achievements in fiscal year 2012/13 include:

- All "A" bridges (>20 ft.) were inspected, including several "A" bridges which require more frequent inspections and load rating analysis.
- Pavement ratings were done on approximately 1/2 of the paved primary system.
- The RCOC's study of pedestrian access at multilane roundabouts has gained national attention. The RCOC continues to be a leader in this issue. The Engineering Director is a member of the Institute of Traffic Engineers National Roundabout Task Force.
- 100% obligation of Federal Aid for road and bridge projects.
- Unanticipated projects which are or will be done in 2012 include 13 Mile Road Bridge; Livernois-Long Lake Road to Avon; Baldwin- I-75 to Indianwood and Pontiac Trail-Eight Mile to Nine Mile Road. These are in addition to the previously approved RIP.

## **ENGINEERING ACHIEVEMENTS (continued)**

Significant projects to be completed in fiscal year 2012/13 include:

1. 10 Mile Road - Huron to City Limits - Resurface
2. Pontiac Trail - Old Orchard to Orchard lake - Resurface
3. County Center Drive East/North Court House - Reconstruct
4. Rochester Road - Lakeville to Village Limits - Resurface
5. 12 Mile Road - Stephenson to Dequindre - Resurface
6. 8 Mile Road - Napier to Taft - Resurface
7. 13 Mile Road - Over Rouge River - Replace
8. Livernois Road - Long Lake to Avon - Resurface
9. Baldwin Road - I-75 to Indianwood - Resurface
10. Coolidge Highway - Webster to Woodward - Resurface
11. Tienken Road - Rochester to Sheldon - Reconstruct/Widen
12. Livernois Road - Avon to Walton - Crack/joint sealing
13. Cooley Lake Road - Williams Lake to Union Lake - Resurface
14. 12 Mile Road at Beck - Intersection improvement
15. Pontiac Trail - 8 Mile to 9 Mile - Resurface with culvert
16. Long Lake at Orchard Ridge - Improve Intersection
17. Middlebelt Road at Hillel Day School - Extend right-turn lane
18. Crooks Road at I-57 - Concrete replacement
19. Axford Road - Resurface
20. Seymour Lake Road at Brookfield - Resurface
21. Seymour Lake Road Spezia to Waterstone - Resurface
22. 14 Mile Road - Haggerty to Country Way - Resurface

## **SUMMARY OF BUDGET**

The Engineering Department's current fiscal year budget reflects the continuing effort to maintain services while coping with reduced revenues, reduced staff and rising costs. Overall, this budget reflects a 2.6% decrease in the departmental budget from the previous fiscal year estimated amended budget. The decrease is primarily due to the reduction of 2 additional salary positions.

While the department budget and staffing levels have continued to decline, the workload has increased dramatically as the RCOC has been very successful in obtaining federal aid for road and bridge projects. The Road Improvement Program (RIP), found elsewhere in this document, totals approximately \$39 million.

# 2013/14 Department

## Object Detail

**Department: Engineering**

<u>Object</u>	<u>Actual</u> 2011/12	<u>Beginning</u> <u>Budget</u> 2012/13	<u>Estimated</u> <u>Amended</u> <u>Budget</u> 2012/13	<u>Budget</u> 2013/14
<b>Salaries</b> (See Position-Salary Detail)	<b>\$4,456,665</b>	<b>\$4,377,107</b>	<b>\$4,377,107</b>	<b>\$4,254,349</b>
 <b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	35,441	33,877	33,877	34,167
Parts & Supplies	2,926	4,000	4,000	4,000
Dept Equipment (Non-Capital)	0	10,000	10,000	0
Books, Subscriptions & Pubs.	4,612	6,000	6,000	8,500
Membership Fees & Dues	1,885	2,290	2,290	2,290
Safety Control Expense	1,938	2,300	2,300	2,300
Small Tools	<u>18,421</u>	<u>17,300</u>	<u>17,300</u>	<u>17,300</u>
	<b>65,223</b>	<b>75,767</b>	<b>75,767</b>	<b>68,557</b>
 <b>Contracted Services</b>				
EDP Services	0	0	0	5,000
S.A.D. Projects Admin.	7,835	10,000	10,000	10,000
Professional Services	29,285	14,250	14,250	16,200
Workers' Comp-Self Insured Exp	<u>3,089</u>	<u>11,745</u>	<u>11,745</u>	<u>11,500</u>
	<b>40,209</b>	<b>35,995</b>	<b>35,995</b>	<b>42,700</b>
 <b>Other Expenses</b>				
Travel	8,273	9,550	9,550	13,150
Training	12,827	13,000	13,000	14,350
Right-of-Way-Program (Non-Project)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>21,100</b>	<b>22,550</b>	<b>22,550</b>	<b>27,500</b>

# 2013/14 Department

## Object Detail

Department: Engineering (continued)

<u>Object</u>	<u>Actual 2011/12</u>	<u>Beginning Budget 2012/13</u>	<u>Estimated Amended Budget 2012/13</u>	<u>Budget 2013/14</u>
<b>Capital Outlay</b>				
Engineering Equipment	59,067	0	0	0
<b>TOTAL</b>	<b>\$4,642,264</b>	<b>\$4,511,419</b>	<b>\$4,511,419</b>	<b>\$4,393,106</b>

# 2013/14 Department

## Position - Salary Detail

Department: Engineering

Division: Office of the Director

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Salary Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	Director of Engineering	\$74,216	\$99,441	\$99,441
<u>1</u>	Secretary	40,153	43,540	<u>43,540</u>
2	<b>TOTAL</b>			<b>\$142,981</b>
		Overtime		7,000
		Longevity		300
				<hr/>
		<b>TOTAL SALARIES</b>		<b>\$150,281</b>



# 2013/14 Department

## Position - Salary Detail

**Department: Engineering**

**Division: Right-of-Way**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Right-of-Way & Contracts Manager	\$66,932	\$76,875	\$74,608
1	Attorney I / II	59,914	76,739	72,735
1	Right-of-Way Appraiser	52,098	60,663	60,267
1	Engineering Technician III	48,568	58,504	53,074
2	Right-of-Way Agent	49,723	57,609	109,920
1	Engineering Technician II	43,047	49,780	46,348
1	Engineering Aide	41,826	46,164	46,164
1	Office Assistant	37,325	40,499	40,499
<u>(4)</u>	Reduction of Salary Position(s)			<u>(166,000)</u>
<b>5</b>	<b>TOTAL</b>			<b>\$337,615</b>
			Overtime	25,000
			Longevity	1,600
			<b>TOTAL SALARIES</b>	<b>\$364,215</b>

# 2013/14 Department

## Position - Salary Detail

Department: Engineering

Division: Subdivision Improvement & Development

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	S.I.D. Supervisor	\$70,990	\$81,577	\$81,577
1	Civil Engineer III	58,641	71,100	65,740
1	Engineering Inspector III	48,568	58,504	54,367
1	Engineering Technician III	48,568	58,504	53,074
1	Plat Analyst	49,723	57,609	52,311
1	Special Assessment Analyst	47,164	54,599	54,599
3	Engineering Technician I/II	41,826	49,780	145,908
2	Engineering Inspector II	43,047	49,780	96,128
1	Engineering Aide	41,826	46,164	46,164
1	Office Assistant	37,325	40,499	40,499
<u>(3)</u>	Reduction of Salary Position(s)			<u>(142,500)</u>
<b>10</b>	<b>TOTAL</b>			<b>\$547,867</b>
		Overtime		85,000
		Longevity		4,600
		<b>TOTAL SALARIES</b>		<b>\$637,467</b>

# 2013/14 Department

## Position - Salary Detail

Department: Engineering

Division: Design

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Design Engineer	\$70,990	\$81,577	\$81,577
3	Civil Engineer III	58,641	71,100	213,300
3	Civil Engineer II	51,826	60,056	163,593
1	Survey Crew Chief	48,568	58,504	58,504
6	Engineering Technician I/II	41,826	49,780	291,816
1	Instrument Operator	41,826	46,164	46,164
1	Survey Assistant	34,122	36,991	36,991
<u>(6)</u>	Reduction of Salary Position(s)			<u>(285,000)</u>
<b>10</b>	<b>TOTAL</b>			<b>\$606,945</b>
		Overtime		100,000
		Longevity		10,350
		<b>TOTAL SALARIES</b>		<b>\$717,295</b>

# 2013/14 Department

## Position - Salary Detail

Department: Engineering

Division: Construction & Testing

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Construction Engineer	\$70,990	\$81,577	\$81,577
4	Civil Engineer III	58,641	71,100	273,680
1	Civil Engineer II	51,826	60,056	54,531
2	Engineering Inspector III	48,568	58,504	117,008
3	Survey Crew Chief	48,568	58,504	175,512
1	Utilities Coordinator	47,164	54,599	54,599
19	Engineering Inspector I/II	41,826	49,780	935,524
2	Engineering Aide	41,826	46,164	92,328
3	Instrument Operator	41,826	46,164	138,492
1	Office Assistant	37,325	40,499	40,499
1	Survey Assistant	34,122	36,991	36,991
(8)	Reduction of Salary Position(s)			<u>(399,500)</u>
<b>30</b>	<b>TOTAL</b>			<b>\$1,601,241</b>
		Overtime		490,000
		Longevity		18,500
		<b>TOTAL SALARIES</b>		<b>\$2,109,741</b>

# 2013/14 Department

## Position - Salary Detail

Department: Engineering

Division: Programming

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Programming Supervisor	\$66,932	\$76,875	\$76,875
1	Civil Engineer III	58,641	71,100	71,100
1	Civil Engineer II	51,186	60,056	54,531
1	Engineering Technician II	43,047	49,780	49,780
1	Engineering Aide	41,826	46,164	46,164
<u>(1)</u>	Reduction of Salary Position(s)			<u>(47,500)</u>
<b>4</b>	<b>TOTAL</b>			<b>\$250,950</b>
		Overtime		22,000
		Longevity		2,400
		<b>TOTAL SALARIES</b>		<b>\$275,350</b>

## PLANNING AND ENVIRONMENTAL CONCERNS

The function and purpose of the Planning and Environmental Concerns Department is expressed through the following list of activities of each group.

### Systems Planning

Systems Planning provides technical and administrative assistance to the RCOC in the areas of research, evaluation, funding and planning. The key activities include:

- Analyzing accident data for the development of the Road Improvement Program.
- Evaluating the effect of crashes on specific road 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 the RCOC.
- Providing a 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.
- Coordinating data collection and road changes for biennial map printing.
- Providing staff support for federal funding committees.
- Developing a long-range transportation plan.
- Conducting corridor studies for our communities.
- Conducting the multi-department Road Safety Audits.

### Information Systems

Information Systems (IS) services identifies, designs and specifies computer system improvements to maintain and improve the level of computer services to the RCOC. Staff programmers and analysts serve as technical advisors to various committees and task groups, preparing Requests for Proposal (RFP's), evaluating bids, selecting systems and testing new program installations.

IS Services provides agency-wide computer support by writing, installing and maintaining computer programs; entering and editing data in computer files; and assisting computer users in identifying and specifying data needs and modifying existing needs. They also specify, install and provide technical repairs and troubleshooting on all personal computers as well as the servers and hardware in the Wide Area Network connecting all buildings and PC's.

Other tasks include assisting in training personnel in computer usage, evaluating the applicability of commercially available programs to the RCOC's needs, 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.



## PLANNING AND ENVIRONMENTAL CONCERNS

### Environmental Concerns

Environmental Concerns is responsible for providing environmental services and guidance to the operating departments of the RCOC. Environmental Concerns prepares environmental assessments and documents as required by federal regulations; provides guidance for compliance with numerous environmental laws dealing with issues such as noise, air, storm water, soil erosion, wetlands, historic properties and Threatened and Endangered (T&E) Species; consults with state, county and local governments regarding environmental protection of the public right-of-way; manages the Adopt-A-Road (AAR) and Natural Beauty Road programs; and investigates environmental complaints.

### GOALS AND OBJECTIVES

The following are the main goals of the Planning and Environmental Concerns Department for the 2013/14 budget year. Additional unanticipated priorities will also be addressed during the year.

#### Systems Planning

- Participate in information gathering for scoping potential future projects and suggestions for improving the scoping process.
- Partner with Traffic Safety to review the current Road Safety Review process for improvements and updates.
- Organize meetings, gather and distribute information, provide staff support to City, Village and Township (CVT) meetings and produce and distribute final Strategic Plan report.
- Lead Federal Aid Committee (FAC) meetings to develop, monitor and amend TIP as needed through SEMCOG.
- Complete Oakland County portion of regional long-range transportation plan.
- Continue to promote and advance Mileage-Based User Fees (MBUF).
- Continue participation with SEMCOG on various special projects such as the Regional Non-motorized Plan Advisory Team and the Woodward Corridor Alternatives Analysis Committee.
- Assist SEMCOG with revisions to the Adjusted Census Urban Boundary (ACUB) and review the National Functional Classification (NFC) for all road segments on the RCOC network.
- Organize and facilitate meetings of an in-house, multi-disciplinary Complete Streets committee.
- Continue working with the Clerk's office to utilize Filebound for Planning and Environmental Concerns.
- Explore ways to involve IS in overseeing and promoting agency-wide Geographic Information System (GIS) initiatives utilizing Oakland County IT assistance.
- Work with the FAC to update safety methodology for STP widening and Category C projects.
- Coordinate agency Highway Performance Monitoring System (HPMS) participation and provide SEMCOG with the required data.
- Prepare a comprehensive agency-wide asset management plan with input from all Directors.
- Conduct a comprehensive review and update of the 30 year gravel road paving plan working with the CVTs.

## PLANNING AND ENVIRONMENTAL CONCERNS GOALS AND OBJECTIVES (continued)

### Information Systems

- Upgrade Backup Exchange Server (BES) to address email truncation when large messages are received by BlackBerry devices.
- Upgrade email services from GroupWise to Microsoft (MS) Outlook.
- Complete migration of all agency PC's to domain environment affording remote assistance where feasible.
- Initiate corrective measures for security risks identified during the IS external audit.
- Improve overall network throughput by identifying infrastructure bottlenecks and replacing with better technology.
- Begin installation of new barcoding software and hardware for the COD.
- Identify and remove/recycle unused computer equipment in Beverly Hills & Waterford server rooms and PVR walk-in safe.

### Environmental Concerns

- Administer the new State of Michigan National Pollutant Discharge Elimination System (NPDES) stormwater permit.
- Manage RCOC's Illicit Discharge Elimination Program (IDEP) to meet the new State requirements.
- Organize our Public Education Program (PEP).
- Work with the Design, Subdivision Improvement and Maintenance Departments to help institute the new Construction and Post-Construction Stormwater Runoff Control Program regulations.
- Ensure that the new required post-construction stormwater standards are in place for all projects.
- Administer the RCOC's Pollution Prevention and Good Housekeeping Program for the district garages.
- Assist the Design, Subdivision Improvement and Maintenance Departments in creating a required Total Maximum Daily Load (TMDL) Implementation Plan for all projects.
- Complete the Environmental Assessment (EA) for Dequindre Road (Long Lake Road – Auburn Road) and prepare a draft EA for Maple Road (Pontiac Trail – Welch Road).
- Coordinate with the COD and Maintenance Departments to create a vector waste facility that meets the Michigan Department of Environmental Quality (MDEQ) standards.
- Work with the Legal Department on Institutional Controls for contamination in RCOC's Right-of-Ways.
- Streamline the AAR program by creating interactive on-line maps for potential AAR groups along with simplifying the application process.
- Manage the invasive species control program for RCOC's Lyon Oaks wetland, including a "controlled burn".
- Ensure that required employees receive Soil Erosion and Sedimentation Control (SESC) training to comply with RCOC's SESC Authorized Public Agency (APA) status through the MDEQ.
- Complete a state-wide subcommittee effort to streamline the T&E Species review process for design projects.

## PLANNING AND ENVIRONMENTAL CONCERNS ACHIEVEMENTS

The Planning and Environmental Concerns team achieved a number of important milestones in fiscal year 2012/13, including the following:

### Systems Planning

- Participated on the Oakland County Roundtable transportation sub-committee to make recommendations regarding MBOF and alternative fuel vehicles.
- Researched and reported on potential revenues for Oakland County based on HB 5312, allowing for "local option" additional vehicle registration tax, and researched HB 5448 providing taxing authority to road commissions.
- Researched vehicle registration fees in other states for comparison purposes.
- Researched and summarized the potential impacts of the Moving Ahead for Progress in the 21st Century Act (MAP-21) on the RCOC.
- Worked with SEMCOG to formulate agreement regarding third party in-kind contribution of RCOC traffic count efforts for SEMCOG's local match for federal planning funds.
- Developed intergovernmental agreement with Oakland County IT regarding GIS and Access Oakland data.
- Produced and distributed the Oakland County road map.
- Verified that the Master ROW Plan correctly estimates future right-of-way needs for widening projects.
- Prepared the Traffic Growth Rate Forecast for numerous road projects.
- Assisted Programming with the redistribution of un-committed Tri-Party funds.
- Collected HPMS data from Traffic Safety and Engineering and submitted a data sheet to SEMCOG.
- Provided data for SEMCOG on the RCOC's costs of operations and maintenance in fiscal year 2011 to be used in the 2040 Regional Transportation Plan (RTP).

### Information Systems

- Changed payroll process to incorporate new state pension taxes.
- Upgraded payroll ACH process to incorporate JP Morgan Chase's new security requirements.
- Developed training plan to facilitate MS Office 2010 rollout.
- Conducted an IT Audit to identify internal and external security exposure.
- Reconfigured old firewall appliance to replace failing WFS1 server.
- Replaced all rack-mounted Uninterruptable Power Supply (UPS) units to avoid hard server shutdowns and crashes during power failure events.
- Added features to Beverly Hills & Waterford servers allowing remote hard resets, ultimately reducing the amount of downtime in the event services need to be restarted.
- Moved Roadview server to new SQL server using VM Ware.
- Converted three drive storage racks and moved to new SQL server.
- Installed new UPS units in BH switch room to eliminate power flicker downtime.
- Upgraded the RCOC SQL server.
- Installed WebSense Mail Filtering System and Checkpoint Firewall Appliance.
- Deployed 26 new desktops and laptops.
- Rolled out MS Office 2010 to the entire agency.
- Installed new tax calculation software for anticipated 2013 tax code changes.

## PLANNING AND ENVIRONMENTAL CONCERNS ACHIEVEMENTS (continued)

### Environmental Concerns

- Prepared SHPO (State Historic Preservation Office) review applications, Tribal information/request letters and T&E Species reviews for numerous road projects.
- Worked with the Oakland County Water Resource Commission (OCWRC) and the MDEQ on negotiating the number of RCOC outfall points needed to be collected per year for our Storm Water Permit.
- Passed the SARA Title III Tier II for hazardous materials.
- Worked with Engineering on revising the standard SESC procedures on RCOC plans.
- Assisted Engineering in updating the RCOC Special Provision for Turf Establishment.
- Assisted MDOT, the Environmental Protection Agency (EPA) and the MDEQ with the gas spill on 11 Mile Road in Oak Park.
- Prepared and completed the SESC Audit through the MDEQ for our APA status.
- Continued managing the AAR Program.
- Worked with COD regarding the new MDEQ underground storage tank certifications.
- Worked with the Southfield Garage and the Maintenance Department to resolve our secondary containment requirement.
- Worked with the MDEQ regarding wetland banking for multiple projects on our Lyon Oaks mitigation site.
- Joined the State-wide committee to resolve T&E Species exemptions to help streamline State & Federal aid projects.
- Worked with ROW, Permits and the MDEQ to create a solution to the contamination in the right-of-way at Maple Road and Orchard Lake Road.
- Worked with the OCWRC on the joint MS4 Storm Water Permit.

### SUMMARY OF BUDGET

The current fiscal year Planning and Environmental Concerns budget reflects the continuing effort to maintain services while coping with reduced revenues and rising costs. Overall, this budget reflects a 11.5% increase in the departmental budget from the previous fiscal year estimated amended budget. The increase is primarily due to 1 less salary position being unbudgeted in the current fiscal year due to the needs of the department, along with a 17.6% increase in contracted services.

# 2013/14 Department

## Object Detail

### Department: Planning & Environmental Concerns

<u>Object</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Salaries</b> (See Position-Salary Detail)	\$701,157	\$754,424	\$754,424	\$797,813
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	4,221	5,500	5,500	5,500
Computers (Non-Capital)	10,764	26,500	35,700	43,000
Software (Non-Capital)	66,904	1,200	1,200	1,075
Books, Subscriptions & Publications	120	350	350	300
Membership Fees & Dues	806	1,435	1,435	1,510
Data Processing Supplies	7,274	7,500	7,500	7,500
Road Materials (Adopt A Road)	<u>2,675</u>	<u>2,700</u>	<u>2,700</u>	<u>0</u>
	<b>92,764</b>	<b>45,185</b>	<b>54,385</b>	<b>58,885</b>
<b>Contracted Services</b>				
EDP Services	235,206	288,035	288,035	331,040
Professional Services	<u>172,435</u>	<u>190,650</u>	<u>195,650</u>	<u>237,650</u>
	<b>407,641</b>	<b>478,685</b>	<b>483,685</b>	<b>568,690</b>
<b>Other Expenses</b>				
Travel	3,585	3,900	3,900	4,000
Training	<u>8,620</u>	<u>9,738</u>	<u>9,738</u>	<u>9,910</u>
	<b>12,205</b>	<b>13,638</b>	<b>13,638</b>	<b>13,910</b>
<b>Capital Outlay</b>				
Office Equipment	16,751	10,000	10,000	28,000
<b>TOTAL</b>	<b>\$1,230,518</b>	<b>\$1,301,932</b>	<b>\$1,316,132</b>	<b>\$1,467,298</b>

# 2013/14 Department

## Position - Salary Detail

### Department: Planning and Environmental Concerns

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Director of Planning & Environmental Concerns	\$74,216	\$99,441	\$99,441
1	Transportation Planning Coordinator	70,990	81,577	81,577
1	Information Systems Supervisor	62,875	79,621	79,621
1	Environmental Concerns Coordinator	62,875	72,191	67,074
1	Planner III	58,641	67,491	67,491
1	Environmentalist II	51,826	60,056	54,531
2	Planner II	51,826	60,056	114,587
2	Computer Programmer II	51,826	60,056	120,112
1	Computer Technician	47,164	54,599	54,599
1	Secretary	40,153	43,540	43,540
1	Information Systems Clerk	40,153	43,540	43,540
(1)	Reduction of Salary Position(s)			<u>(47,500)</u>
<b>12</b>	<b>TOTAL</b>			<b>\$778,613</b>
			Overtime	16,000
			Longevity	3,200
			<b>TOTAL SALARIES</b>	<b>\$797,813</b>



## **TRAFFIC-SAFETY**

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

### **Traffic 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; reviewing the geometrics on construction plans; reviewing permits; providing permanent construction and detour signing diagrams; providing for contracted pavement markings; and inspecting contractor work for signing and pavement markings. 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, various traffic signal projects, traffic signal retimings, engineering services to District 8, IntelliDrive (formerly Vehicle Infrastructure Integration) and Intelligent Transportation Systems (ITS) projects. One of the projects consists of the Sydney Coordinated Adaptive Traffic Systems (SCATS), which uses the Autoscope video detection system, and staffing of the Traffic Operation Center (TOC). The division also does inspections for contractor signal work and designs/layouts for all electrical devices.

### **District 7**

District 7 - The Sign Shop is responsible for the fabrication, installation and maintenance of traffic signs and attenuators on the RCOC and MDOT road systems, plus the installation and maintenance of guardrail and cedar posts on the RCOC road system. This includes construction, detour and staging signing on many road projects. The Sign Shop is also responsible for doing volume and intersection counts, speed and gap studies and other special counts required by the Traffic Engineering Division.

### **District 8**

District 8 - The Signal Shop is charged with the responsibility of maintaining approximately 1,500 traffic signals and other electrical devices in Oakland County on RCOC, MDOT and most city road systems. 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 ITS projects including the IntelliDrive program. District 8 also does building wiring as the need arises and time exists.

## TRAFFIC-SAFETY

### GOALS AND OBJECTIVES

The objectives planned for the next budget year by division are as follows:

#### Traffic Engineering

- Implement the Sign Management System, which includes a process to ensure compliance with the new reflectivity standards mandated by the Federal Highway Administration (FHWA).
- Implement the Pavement Marking Management System to better organize and track pavement markings and legends.

#### Signal Systems

- Implement low cost SCATS communications such as wireless radio technologies.
- Install new digital equipment to improve SCATS communications reliability.
- Work on multiple Connected Vehicle projects.
- Continue the search to relocate the TOC.
- Evaluate different vehicle detection technologies.

### ACHIEVEMENTS

Completed bringing school zones principally into compliance with the Michigan Manual on Uniform Traffic Control Devices (MMUTCD). This will provide motorists with consistent recognition and understanding of school zones that will in turn improve driver compliance.

One big cost savings for the RCOC has been the change from incandescent traffic signal lamps to LEDs (Light Emitting Diodes). It has resulted in the reduction of power usage as well as the number of trouble calls for lamp outs. The LED signal lowers operating costs as a result of their long life (approximately 10 years) and significantly lowers electricity usage (uses over 85% less electricity than incandescent light bulbs).

Another big cost savings is the switch to retro reflective case signs which eliminates the electricity required for the traditional internal illumination. This saves an average of over \$200 per intersection per year.

The RCOC now has installed over 160 box span signals which put signal heads on the far side of the intersection from the stop bar as opposed to the traditional diagonal spans where signal heads are in the middle of the intersection. This provides greater safety for our crews and improved visibility and, hence, improved safety for motorists as well.

The RCOC has also installed High-intensity Activated crosswalk (HAWK) devices and rectangular rapid flashing beacons (RRFBs) at two roundabouts and worked with a team of researchers to evaluate their effectiveness. The intent is to better understand how visually impaired pedestrians cross at roundabouts. A report released in 2012 showed positive results in aiding pedestrians at roundabouts.

## TRAFFIC-SAFETY

### ACHIEVEMENTS

(continued)

Traffic-Safety has successfully tested wireless communication to SCATS signals on four corridors. Traffic-Safety has begun developing an overall communications plan to start implementing the new communications system.

	<u>FY 2011-12</u>	<u>FY 2012-13</u>	<u>Budgeted FY 2013-14</u>
<b>Traffic Signal Installations</b>	1	1	1
(including flashers)			
<b>Traffic Signal Modernization</b>	0	2	0
(including installations under jurisdictions of other agencies and other electrical devices)			
<b>Traffic Signals Maintained</b>	1,530	1,530	1,530
<b>Traffic Sign Maintenance</b>	15,500	15,500	15,000
<b>Guardrail (feet)</b>	3,000	2,600	2,500

### SUMMARY OF BUDGET

The Traffic-Safety Department's current fiscal year budget reflects the continuing effort to maintain services while coping with reduced revenues and rising costs. Overall, this budget reflects a 17.6% decrease in the departmental budget from the previous fiscal year estimated amended budget. The decrease is primarily due to the reduction of 4 additional salary positions and 1 additional hourly position, along with a 41.3% decrease in contracted services.

# 2013/14 Department

## Object Detail

### Department: Traffic-Safety

<u>Object</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$4,826,007</b>	<b>\$4,830,965</b>	<b>\$4,830,965</b>	<b>\$4,510,966</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	17,937	20,000	20,000	20,000
Office Equipment/Furn (Non-Cap)	1,364	0	0	0
Software (Non-Capital)	1,927	0	0	0
Parts & Supplies	109	500	500	500
Dept Equipment (Non-Cap)	12,389	1,400	1,400	1,400
Books, Subscriptions & Publications	1,063	500	500	500
Membership Fees & Dues	842	2,000	2,000	2,000
Safety Control Expense	30,306	20,000	20,000	20,000
Materials-Electric Install/Modernize	833,696	635,000	835,456	630,000
Signs & Materials	349,906	317,757	317,757	318,269
Guardrail & Misc.	224,589	140,000	140,000	150,000
Attenuator	34,127	50,000	50,000	50,000
Other Road Materials	1,923	2,500	2,500	2,500
Small Tools	<u>41,352</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
	<b>1,551,530</b>	<b>1,224,657</b>	<b>1,425,113</b>	<b>1,230,169</b>
<b>Contracted Services</b>				
EDP Services	0	500	500	500
Maintenance Contracts	2,095,551	2,262,000	3,554,538	2,047,000
Outside Equipment Rental	(1,790)	15,000	15,000	15,000
Disposal of Hazardous Waste	0	250	250	250
Workers' Comp-Self Insured Exp	<u>20,684</u>	<u>58,724</u>	<u>58,724</u>	<u>69,442</u>
	<b>2,114,445</b>	<b>2,336,474</b>	<b>3,629,012</b>	<b>2,132,192</b>
<b>Other Expenses</b>				
Travel	7,638	7,750	7,750	7,750
Training	3,187	10,000	10,000	10,000
Special Training-District 8	<u>1,697</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
	<b>12,522</b>	<b>22,750</b>	<b>22,750</b>	<b>22,750</b>



# 2013/14 Department

## Object Detail

### Department: Traffic-Safety (continued)

<u>Object</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Utilities</b>				
Street Lighting Utilities	29,507	29,730	29,730	29,730
Traffic Signal Utilities	718,447	900,000	900,000	797,500
Communications	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>747,954</b>	<b>929,730</b>	<b>929,730</b>	<b>827,230</b>
<b>Repair/Maintenance</b>				
Radio Communication & Repair	9,537	5,000	5,000	5,000
Road & General Equipment Repair	<u>1,732</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
	<b>11,269</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Capital Outlay</b>				
Road Equipment	4,705	3,250	3,250	203,250
Engineering Equipment	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<b>4,705</b>	<b>3,250</b>	<b>3,250</b>	<b>203,250</b>
<b>TOTAL</b>	<b>\$9,268,432</b>	<b>\$9,357,826</b>	<b>\$10,850,820</b>	<b>\$8,936,557</b>

# 2013/14 Department

## Position - Salary Detail

Department: Traffic-Safety

Division: Office of Director

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Director of Traffic Safety	\$74,216	\$99,441	\$99,441
1	Secretary	40,153	43,540	43,540
<u>1</u>	Electrical Trainer	49,723	57,609	<u>52,311</u>
<b>3</b>	<b>TOTAL</b>			<b>\$195,292</b>
		Overtime		2,000
		Longevity		850
				<hr/>
		<b>TOTAL SALARIES</b>		<b>\$198,142</b>



# 2013/14 Department

## Position - Salary Detail

**Department: Traffic-Safety**

**Division: Traffic Engineering**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Traffic Engineer	\$70,990	\$81,577	\$81,577
2	Civil Engineer III	58,641	71,100	142,200
1	Engineering Technician III	48,568	58,504	53,074
1	Civil Engineer II	51,826	60,056	60,056
1	Traffic Operations Tech	47,164	54,599	54,599
5	Engineering Technician I/II	41,826	49,780	242,036
<u>(3)</u>	Reduction of Salary Position(s)			<u>(142,500)</u>
<b>8</b>	<b>TOTAL</b>			<b>\$491,042</b>
			Overtime	70,000
			Longevity	5,950
			<b>TOTAL SALARIES</b>	<b>\$566,992</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Traffic-Safety**

**Division: Signal System Division**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	Signal Systems Engineer	\$70,990	\$83,978	\$77,695
1	Civil Engineer III	58,641	73,556	73,556
1	Electrical Tech III	48,568	58,504	58,504
4	Civil Engineer II	51,826	60,056	240,224
1	Elec. Services Coordinator	49,723	57,609	52,311
1	Engineering Technician II	43,047	49,780	49,780
3	Electrical Technician I / II	43,047	54,599	158,795
1	Account Clerk	40,153	43,540	43,540
<u>(1)</u>	Reduction of Salary Position(s)			<u>(47,500)</u>
<b>12</b>	<b>TOTAL</b>			<b>\$706,905</b>
		Overtime		65,000
		Longevity		6,000
				<hr/>
		<b>TOTAL SALARIES</b>		<b>\$777,905</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Traffic-Safety**

**Division: District #7 Sign Shop**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	District Superintendent	\$60,246	\$67,491	\$64,240
1	Office Clerk	37,325	40,499	40,499
3	Foreman	54,808	57,408	172,224
3	Auger Operator	50,378		151,134
8	Sign Truck Driver	47,612		380,896
1	Special Traffic Counts	47,612		47,612
1	Sign Fabricator	47,612		47,612
3	Guardrail Installer	46,925		140,775
2	Traffic Counter	46,925		93,850
1	Asst. Sign Fabricator	46,925		46,925
1	Street Sign Fabricator	46,925		46,925
14	Laborer II	44,345		620,830
(4)	Reduction of Salary Position(s)			(236,000)
<u>(12)</u>	<u>Reduction of Hourly Position(s)</u>			<u>(568,800)</u>
<b>23</b>	<b>TOTAL</b>			<b>\$1,048,722</b>
			Overtime	158,000
			Longevity	24,411
	<b>TOTAL SALARIES &amp; WAGES</b>			<b>\$1,231,133</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Traffic-Safety**

**Division: District #8 Electrical Services**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	District Superintendent	\$60,246	\$67,491	* \$71,491
1	Office Clerk	37,325	40,499	40,499
3	Skilled Foreman	56,722	59,405	178,215
2	Solid State Electrician	55,806		111,612
22	Electrician	46,925	55,806	1,145,290
1	Radio Repairman	52,187		52,187
2	Underground Laborer	46,925		93,850
(1)	Reduction of Salary Position(s)			(57,000)
<u>(5)</u>	Reduction of Hourly Position(s)			<u>(237,000)</u>
<b>26</b>	<b>TOTAL</b>			<b>\$1,399,144</b>
			Overtime	320,000
			Longevity	17,650
				<hr/>
	<b>TOTAL SALARIES &amp; WAGES</b>			<b>\$1,736,794</b>

\*includes \$4,000 compensation for transfer of State Master Electrician License

## HIGHWAY MAINTENANCE

The Highway Maintenance Department is comprised of six districts located throughout Oakland County. The proximity of each garage to job sites enables the department to minimize response time, such as in snow storms and road emergencies. Each district garage has a salt storage facility, further streamlining winter operations and minimizing shipping and travel expenditures.

The Highway 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.

### Activities

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

- Pothole Patching
- Spreading Gravel and Other Aggregates
- Maintenance and Repairs of Bridges and Culverts
- Snow & Ice Control
- Chloride Program (Dust Control)

### Maintenance Contracts

The following are areas where Highway Maintenance contracts for services:

- Local Maintenance Contracts with Cities and Townships
- Curb Sweeping
- Tree Removal
- Major Bridge Repair & Culvert Repair/Replacement
- Snow Removal for major snow events (6 inches or more)

## HIGHWAY MAINTENANCE

### Materials

The following is a comparison of costs from the prior year for some of the major materials used in Highway Maintenance operations:

	2012/13 As Bid <u>Cost/Unit</u>	2012/13 As Bid <u>Total Cost</u>	2013/14 Estimated <u>Cost/Unit</u>	2013/14 Estimated <u>Total Cost</u>
Salt	46.51	3,720,800	46.51	4,185,900
Sand	17.75	177,500	20.00	200,000
Cold Patch	88.08	169,114	90.00	142,290
Hot Mix	55.08	275,455	60.00	319,260
Gravel Delivered	7.71	71,703	8.00	63,920
Gravel at Pit	5.50	99,968	6.00	94,986
RAP	8.00	2,272	8.00	1,600
Slag	11.62	30,235	11.70	35,100
Culvert	11.00	58,850	11.00	49,500

### GOALS AND OBJECTIVES

The Highway Maintenance Department goal is to continuously seek new technologies and methods for the routine activities performed daily thus increasing the efficiency of the department's operations.

The objective of the Highway Maintenance Department is to provide safe roads for the motoring public by promptly making needed repairs. Given the current funding levels and reduction in workforce, the Highway Maintenance Department has focused its work plan on the traveled portion of the roadway with the exception to safety related items such as dead trees. Activities that lie outside of the traveled portion, i.e., aesthetics, will see a lower level of service.

The Highway Maintenance Department has also strived to increase its supervisors' knowledge and ability to use current technology. The old concept of "That's how we always do it" is being replaced with "We can do it more efficiently."

### ACHIEVEMENTS

The Highway Maintenance Department's Fleet Management System (formerly SEMSIM), has been utilized for over 12 years now. The system has been used to monitor winter operations as well as non-winter operations. It has been used as a training tool and helped clarify some misunderstandings with the public.

The RCOC has installed the Fleet Management equipment on other various pieces of road equipment, such as graders, forestry equipment and pickups, just to mention a few.



## HIGHWAY MAINTENANCE

### ACHIEVEMENTS

#### (continued)

The Highway Maintenance Department has increased the use of natural brine in anti-icing and de-icing operations. Since 2009, the RCOC has used the natural brine without an additive. This has helped the Highway Maintenance Department contain the cost of winter operations.

### SUMMARY OF BUDGET

The Highway Maintenance Department's current fiscal year budget reflects the continuing effort to maintain services while coping with reduced revenues, staffing and rising material costs. Overall, this budget reflects a 11.6% decrease in the departmental budget from the previous fiscal year estimated amended budget. The decrease is primarily due to a 31.0% decrease in capital expenditures, along with a 23.9% decrease in contracted services.

The Highway Maintenance Department will focus on routine maintenance work and will continue to search for more efficient equipment, products and ways of conducting business to give the public what they expect in Oakland County - safe and convenient roads.

# 2013/14 Department

## Object Detail

### Department: Highway Maintenance

<u>Object</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Salaries</b> (See Position-Salary Detail)	<b>\$9,479,864</b>	<b>\$9,569,000</b>	<b>\$9,569,000</b>	<b>\$8,889,178</b>
<b>Supplies, Materials &amp; Parts</b>				
Stationery & Office Supplies	21,463	20,000	20,000	20,000
Books, Subscriptions & Pub.	31	100	100	100
Membership Fees & Dues	204	500	500	500
Safety Control Expense	24,587	20,000	25,413	25,000
Brine Well	135,373	130,000	206,876	130,000
Barricades	0	3,000	3,000	3,000
Gravel & Slag	177,949	284,100	349,538	195,606
Patching Material	433,587	500,000	726,873	463,552
Salt, Sand & Chloride	2,188,534	4,385,900	4,205,900	4,385,900
Signs & Materials	14,246	3,000	36,798	3,000
Other Road Materials	183,939	170,000	200,037	200,000
Small Tools - Road	<u>28,780</u>	<u>20,000</u>	<u>20,000</u>	<u>35,000</u>
	<b>3,209,356</b>	<b>5,536,600</b>	<b>5,795,035</b>	<b>5,461,658</b>
<b>Contracted Services</b>				
Maintenance Contracts	1,168,076	864,540	1,443,533	822,000
Prof Services-Other	182,091	150,000	150,000	150,000
Weather Forecast Service	24,569	18,000	19,905	20,000
Outside Equipment Rental	248,321	80,000	86,493	60,000
Local Maintenance Contracts	1,244,679	1,240,000	1,240,000	1,254,994
Disposal of Hazardous Waste	32,628	65,000	131,101	50,000
Workers' Comp Self-Ins Exp	<u>105,387</u>	<u>293,518</u>	<u>293,518</u>	<u>202,972</u>
	<b>3,005,751</b>	<b>2,711,058</b>	<b>3,364,550</b>	<b>2,559,966</b>

# 2013/14 Department

## Object Detail

### Department: Highway Maintenance (continued)

<u>Object</u>	<u>Actual 2011/12</u>	<u>Beginning Budget 2012/13</u>	<u>Estimated Amended Budget 2012/13</u>	<u>Budget 2013/14</u>
<b>Other Expenses</b>				
Travel	462	1,000	1,000	1,000
Training	<u>1,485</u>	<u>5,000</u>	<u>5,000</u>	<u>9,000</u>
	<b>1,947</b>	<b>6,000</b>	<b>6,000</b>	<b>10,000</b>
<b>Capital Outlay</b>				
Road Equipment	289,698	3,000	1,598,942	1,308,000
Brine Well	<u>25,785</u>	<u>0</u>	<u>297,853</u>	<u>0</u>
	<b>315,483</b>	<b>3,000</b>	<b>1,896,795</b>	<b>1,308,000</b>
<b>TOTAL</b>	<b>\$16,012,401</b>	<b>\$17,825,658</b>	<b>\$20,631,380</b>	<b>\$18,228,802</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Highway Maintenance**

**Division: Office of Director**

<b>Authorized Positions</b>	<b>Classification</b>	<b>Salary</b>		<b>Salary Appropriation</b>
		<b>Minimum</b>	<b>Maximum</b>	
1	Director of Highway Maintenance	\$79,785	\$106,924	\$106,924
1	Maintenance Operations Engineer	70,990	81,577	81,577
1	Civil Engineer III	58,641	71,100	71,100
1	Contract Admn/Forestry	58,641	67,491	67,491
1	Foreman	54,808	57,408	57,408
2	Equipment Instructor	49,723	57,609	109,920
1	Maintenance Analyst	49,723	57,609	57,609
1	Engineering Technician II	43,047	49,780	46,348
1	Secretary	40,153	43,540	43,540
1	Account Clerk	40,153	43,540	43,540
<u>(2)</u>	Reduction of Salary Position(s)			<u>(95,000)</u>
<b>9</b>	<b>TOTAL</b>			<b>\$590,457</b>
		Overtime		40,000
		Longevity		<u>5,050</u>
		<b>TOTAL SALARIES</b>		<b>\$635,507</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Highway Maintenance**

**District #1: Milford**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	District Superintendent	\$60,246	\$67,491	\$67,491
1	District Clerk	37,325	40,499	40,499
3	Foreman	54,808	57,408	172,224
1	Crew Leader	50,378		50,378
1	Forestry Crew Leader	50,378		50,378
5	Grader Operator	47,612		238,060
2	Tree Trimmer	47,612		95,224
1	Shovel/Patchmaster Operator	47,612		47,612
4	Float Operator	46,925		187,700
9	Tandem Float Driver	46,925		422,325
1	Tire Repair	46,925		46,925
1	Loader Operator	46,925		46,925
3	Tractor Semi-Driver	46,925		140,775
1	Skilled Laborer I	46,925		46,925
1	Vactor Operator	46,925		46,925
1	Grade Person	45,615		45,615
3	Laborer II	44,345		133,035
(1)	Reduction of Salary Position(s)			(57,000)
(14)	Reduction of Hourly Position(s)			(663,600)
<b>24</b>	<b>TOTAL</b>			<b>\$1,158,416</b>
			Overtime	242,557
			Longevity	15,100
	<b>TOTAL SALARIES &amp; WAGES</b>			<b>\$1,416,073</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Highway Maintenance**

**District #2: Davisburg**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	District Superintendent	\$60,246	\$67,491	\$67,491
1	District Clerk	37,325	40,499	40,499
3	Foreman	54,808	57,408	172,224
1	Crew Leader	50,378		50,378
1	Forestry Crew Leader	50,378		50,378
6	Grader Operator	47,612		285,672
2	Tree Trimmer	47,612		95,224
1	Shovel/Patchmaster Operator	47,612		47,612
1	Float Operator	46,925		46,925
12	Tandem Float Driver	46,925		563,100
1	Tire Repair	46,925		46,925
1	Shoulder Maintainer	46,925		46,925
1	Loader Operator	46,925		46,925
2	Tractor Semi-Driver	46,925		93,850
1	Vactor Operator	46,925		46,925
1	Grade Person	45,615		45,615
2	Laborer II	44,345		88,690
(1)	Reduction of Salary Position(s)			(57,000)
(13)	Reduction of Hourly Position(s)			(616,200)
<b>24</b>	<b>TOTAL</b>			<b>\$1,162,158</b>
			Overtime	212,534
			Longevity	14,300
	<b>TOTAL SALARIES &amp; WAGES</b>			<b>\$1,388,992</b>



# 2013/14 Department

## Position - Salary Detail

**Department: Highway Maintenance**

**District #3: Lake Orion**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	District Superintendent	\$60,246	\$67,491	\$67,491
1	District Clerk	37,325	40,499	40,499
3	Foreman	54,808	57,408	172,224
1	Crew Leader	50,378		50,378
1	Forestry Crew Leader	50,378		50,378
6	Grader Operator	47,612		285,672
2	Tree Trimmer	47,612		95,224
1	Shovel/Patchmaster Operator	47,612		47,612
2	Float Operator	46,925		93,850
10	Tandem Float Driver	46,925		469,250
1	Tire Repair	46,925		46,925
1	Loader Operator	46,925		46,925
2	Tractor Semi-Driver	46,925		93,850
1	Vactor Operator	46,925		46,925
1	Shoulder Maintainer	46,925		46,925
1	Grade Person	45,615		45,615
2	Laborer II	44,345		88,690
(1)	Reduction of Salary Position(s)			(57,000)
(11)	Reduction of Hourly Position(s)			(521,400)
<b>25</b>	<b>TOTAL</b>			<b>\$1,210,033</b>
			Overtime	215,816
			Longevity	15,500
	<b>TOTAL SALARIES &amp; WAGES</b>			<b>\$1,441,349</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Highway Maintenance**

**District #4: Waterford**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	District Superintendent	\$60,246	\$67,491	\$67,491
1	District Clerk	37,325	40,499	40,499
4	Foreman	54,808	57,408	229,632
1	Forestry Crew Leader	50,378		50,378
2	Tree Trimmer	47,612		95,224
2	Grader Operator	47,612		95,224
2	Shovel/Patchmaster Operator	47,612		95,224
4	Float Operator	46,925		187,700
1	Loader Operator	46,925		46,925
2	Skilled Laborer I	46,925		93,850
1	Shoulder Maintainer	46,925		46,925
15	Tandem Float Driver	46,925		703,875
1	Vactor Operator	46,925		46,925
2	Grade Person	45,615		91,230
5	Laborer II	44,345		221,725
(1)	Reduction of Salary Position(s)			(57,000)
(11)	Reduction of Hourly Position(s)			(521,400)
<b>32</b>	<b>TOTAL</b>			<b>\$1,534,427</b>
			Overtime	228,455
			Longevity	15,050
	<b>TOTAL SALARIES &amp; WAGES</b>			<b>\$1,777,932</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Highway Maintenance**

**District #4S: Southfield**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary Minimum</u>	<u>Salary Maximum</u>	<u>Salary Appropriation</u>
1	District Superintendent	\$60,246	\$67,491	\$67,491
1	District Clerk	37,325	40,499	40,499
2	Foreman	54,808	57,408	114,816
1	Shovel/Patchmaster Operator	47,612		47,612
4	Float Operator	46,925		187,700
1	Skilled Laborer I	46,925		46,925
1	Shoulder Maintainer	46,925		46,925
1	Loader Operator	46,925		46,925
9	Tandem Float Driver	46,925		422,325
1	Tire Repair	46,925		46,925
1	Vactor Operator	46,925		46,925
1	Grade Person	45,615		45,615
3	Laborer II	44,345		133,035
<u>(7)</u>	Reduction of Hourly Position(s)			<u>(331,800)</u>
<b>20</b>	<b>TOTAL</b>			<b>\$961,918</b>
			Overtime	189,739
			Longevity	11,450
				<u>11,450</u>
	<b>TOTAL SALARIES &amp; WAGES</b>			<b>\$1,163,107</b>

# 2013/14 Department

## Position - Salary Detail

**Department: Highway Maintenance**

**District #4T: Troy**

<u>Authorized Positions</u>	<u>Classification</u>	<u>Salary</u>		<u>Salary Appropriation</u>
		<u>Minimum</u>	<u>Maximum</u>	
1	District Superintendent	\$60,246	\$67,491	\$67,491
1	District Clerk	37,325	40,499	40,499
2	Foreman	54,808	57,408	114,816
1	Shovel/Patchmaster Operator	47,612		47,612
4	Float Operator	46,925		187,700
2	Skilled Laborer I	46,925		93,850
7	Tandem Float Driver	46,925		328,475
1	Loader Operator	46,925		46,925
1	Tire Repair	46,925		46,925
1	Vactor Operator	46,925		46,925
1	Shoulder Maintainer	46,925		46,925
2	Laborer II	44,345		88,690
<u>(6)</u>	Reduction of Hourly Position(s)			<u>(284,400)</u>
<b>18</b>	<b>TOTAL</b>			<b>\$872,433</b>
		Overtime		183,835
		Longevity		9,950
				<u>183,835</u>
				<b>\$1,066,218</b>

# 2013/14 Non-Departmental

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## NON-DEPARTMENTAL

Non-Departmental expenditures are those not directly allocated to specific departments and include fringe benefits, risk management and debt service expenses.

### **Employee Benefits**

The employee benefits include dental, hospitalization, life insurance (including accidental death and dismemberment), vision care, prescription drugs, retirement, social security, unemployment insurance, workers' compensation sick leave, Wellness Program and Flexible Spending Program.

### **Supplies, Materials and Parts**

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

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

#### **Inventory Adjustment**

### **Other Expenses**

**Agency Travel/Training:** Funds travel and training opportunities related to the overall purpose of the RCOC that are not funded in a specific department.

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

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

**Public Officials/Employees Liability:** Provides coverage for the retirement system 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.

# 2013/14 Non-Departmental

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## NON-DEPARTMENTAL

(continued)

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

**Attrition:** The estimated amount of budgeted salaries and benefits that will not be expended. This total normally represents the annual amount related to the normal process of filling position vacancies. The current fiscal year budget also includes a reduction for fringe benefits related to the reduction of 160 positions through attrition.

### Debt Service

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

## SUMMARY OF BUDGET

The Non-Departmental current fiscal year budget reflects the continuing effort to maintain services while coping with reduced revenues and rising costs. Overall, this budget reflects a 3.0% decrease in the Non-Departmental budget from the previous fiscal year estimated amended budget. The decrease is primarily due to a 19.8% decrease in self-insured hospitalization expense.



# 2013/14 Non-Departmental

## Object Detail

**Department: Non-Departmental**

<b>Object</b>	<b>Actual 2011/12</b>	<b>Beginning Budget 2012/13</b>	<b>Estimated Amended Budget 2012/13</b>	<b>Budget 2013/14</b>
<b>Employee Benefits</b>				
Social Security	\$1,914,948	\$2,150,000	\$2,150,000	\$2,121,653
Sick Leave Redemption	164,048	138,000	138,000	138,000
Dental Insurance Self-Insured Exp	420,852	452,642	452,642	347,395
Hospitalization Self-Insured Exp	4,678,348	4,871,199	4,913,062	3,942,098
Vision Care	38,594	41,863	0	40,398
Prescription Drugs Self-Insured Exp	313,854	364,122	364,122	287,261
Hospitalization Opt Out	121,905	131,134	131,134	156,793
Hospitalization Retirees	4,389,161	4,253,813	4,253,813	4,087,147
Prescription Drugs-Retirees-Hrly	2,212,177	2,798,045	2,798,045	2,971,321
Post Employment Benefits-Emp Contrib	880,000	500,000	500,000	650,000
Life Insurance	87,352	113,457	113,457	159,689
Retirement-Employer Contribution	4,500,000	4,500,000	4,500,000	4,500,000
Workers' Compensation Insurance	60,272	120,000	120,000	120,000
Service Fees (Workers' Comp)	58,783	55,000	55,000	70,000
Workers' Compensation Self-Insured Exp	721,818	763,406	763,406	775,000
Loss Control Services	12,321	50,000	50,000	35,000
Unemployment Insurance	10,133	25,000	25,000	25,000
Wellness Program	0	14,000	14,000	14,000
Flex Spending Account (FSA) Admin	7,020	7,142	7,142	8,499
Cobra Admin-TP Sourcing ( <i>New Account</i> )	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,900</u>
	<b>20,591,586</b>	<b>21,348,823</b>	<b>21,348,823</b>	<b>20,456,154</b>
<b>Supplies, Materials &amp; Parts</b>				
Membership Fees & Dues	70,085	75,000	75,000	75,000
First Aid Supplies	8,316	6,500	6,500	7,000
Inventory Adjustment	<u>(12,567)</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
	<b>65,834</b>	<b>181,500</b>	<b>181,500</b>	<b>182,000</b>
<b>Other Expenses</b>				
Agency Travel/Training	9,423	10,000	10,000	10,000
Buildings & Contents Insurance	143,099	160,000	160,000	165,000
Fleet Liability Insurance	145,513	200,000	200,000	200,000
Fiduciary & Performance Bond	20,013	17,000	17,000	17,000
Public Officials & Employees	128,073	130,000	130,000	130,000
General Liability Insurance	426,285	420,000	420,000	475,000
General Liability Self-Insured Exp	93,565	1,000,000	1,000,000	1,000,000
Service Fees (General Liability)	23,269	45,000	45,000	45,000
Special Risk Liability Self-Insured Exp	135,151	150,000	150,000	150,000
Brokers' Fees	101,855	155,000	155,000	155,000

# 2013/14 Non-Departmental

## Object Detail

Department: Non-Departmental (continued)

<u>Object</u>	<u>Actual</u> <u>2011/12</u>	<u>Beginning</u> <u>Budget</u> <u>2012/13</u>	<u>Estimated</u> <u>Amended</u> <u>Budget</u> <u>2012/13</u>	<u>Budget</u> <u>2013/14</u>
<b>Other Expenses (continued)</b>				
Loss Control Services - GL	8,383	20,000	20,000	20,000
Drug/Alcohol Testing	7,733	7,500	7,500	9,700
Road Commission Contingency	0	499,950	461,950	556,447
Personnel Turnover-Attrition	<u>0</u>	<u>(500,000)</u>	<u>(500,000)</u>	<u>(500,000)</u>
	<b>1,242,362</b>	<b>2,314,450</b>	<b>2,276,450</b>	<b>2,433,147</b>
<b>Debt Service</b>				
Debt Service/Principle	0	500,000	500,000	500,000
Bond Payment Fees & Issue Cost	<u>0</u>	<u>500</u>	<u>500</u>	<u>500</u>
	<b>0</b>	<b>500,500</b>	<b>500,500</b>	<b>500,500</b>
 <b>NON-DEPARTMENTAL TOTAL</b>	 <b>\$21,899,782</b>	 <b>\$24,345,273</b>	 <b>\$24,307,273</b>	 <b>\$23,571,801</b>

# 2013/14 Signal Projects

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## Summary of Signal Projects

Fiscal Year Ending September 30, 2014

### Revenue

Federal Revenue	\$2,160,000
MTF and Other RCOC Funding	940,000
Local Contribution	100,000
<b>Total Revenue</b>	<b>\$3,200,000</b>

### Expenditures

Materials	\$1,100,000
Contractor Payments	925,000
Utilities	650,000
Labor and Equipment	525,000
<b>Total Expenditures</b>	<b>\$3,200,000</b>

# 2013/14 Special Assessment Fund

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

Fiscal Year Ending September 30, 2014

### Revenue

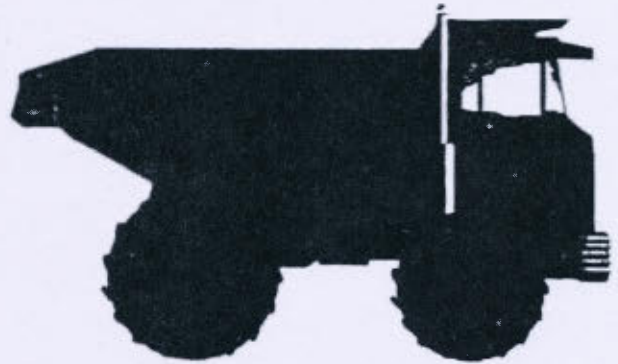
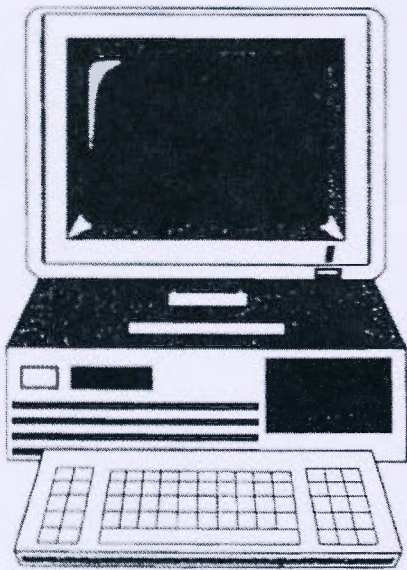
Revenue from Assessment Rolls	\$3,200,000
Road Fund Contribution Net Underassessment	25,000
Interest on Assessment Rolls	200,000
Interest on Investments	50,000
Proceeds from Note Issue	5,000,000
<b>Total Revenue</b>	<b>\$8,475,000</b>

### Expenditures

Construction:	
Contractor Payments	\$4,164,400
Engineering & Administration	600,000
Principal Payment on Debt	1,000,000
Interest on Debt	143,333
Refunds of Overassessments to Participants - Net	50,000
Note Payment Fees & Issue Costs	1,000
<b>Total Expenditures</b>	<b>\$5,958,733</b>

<b>Revenue Over/(Under) Expenditures</b>	<b>\$2,516,267</b>
<b>Fund Balance at September 30, 2013</b>	<b>3,612,055</b>
<b>Fund Balance at September 30, 2014</b>	<b>\$6,128,322</b>

# Capital Budgeting



# 2013/14 Capital Budgeting

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The Road Commission for Oakland County's capital budget consists of two categories: Capital Outlay and the Road Improvement Program (which is covered in the next section).

## **CAPITAL OUTLAY**

Capital Outlay categories consist of land, land improvements, buildings, road equipment, shop equipment, office equipment, engineering equipment, storage facilities and brine wells. Most of the funding for these expenditures comes from the state-collected motor fuel and vehicle taxes.

## **VEHICLE FLEET STATUS**

In the past, the RCOC developed a quantitative approach to assessing fleet status. This approach tracks the average age, miles driven and cumulative maintenance costs of the automobiles, vans, pickups and heavy trucks in the fleet. Major vehicle purchases, coupled with aggressive preventive maintenance and improved vehicle specification procedures, resulted in a high level of fleet readiness. Each major vehicle type has been assigned a DX (discard) standard based on age to determine total needs. Fleet acquisitions were made on a priority basis based on the age and condition of the equipment that had to be removed from active fleet service.

Currently, despite recognizing the ongoing need for vehicle fleet improvement, there are dramatically less funds available and fleet acquisitions can only address selective vehicle needs. The vehicle fleet is in dire need of rejuvenation since the majority of the equipment has exceeded the DX standards and could fail at any moment.

## **Criteria**

The RCOC's criteria for replacement of its equipment is composed of the average age, miles driven and cumulative maintenance costs compared to an average standard that has been established for each type of vehicle in the fleet. The decision for replacement of the 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.



# 2013/14 Capital Budgeting

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## **Criteria (continued)**

During the last fiscal year, a reduction was implemented to “right-size” the fleet due to decreases in the work force and for equipment that has been taken out of service. The result was the removal of 39 equipment units from the fleet and is an on-going process. Current costs for fleet replacements were also reviewed and reductions in the estimated costs have been made based on information available through the State’s MiDeal contracts. It is anticipated that reduction in costs will be achieved through the specification of equipment that utilizes “standard” packages and also reduces long-term fuel costs.

In determining capital outlay priorities for the current budget, efforts were made to prioritize the equipment involved in the core mission of the agency. The majority of the investment will be geared towards improving snow plowing and signal maintenance services and refurbishing existing vehicles, including snowplow trucks, an auger truck and a loader. The refurbishment will extend the service life of a few essential pieces of equipment, since sufficient funds are not available to initiate a full replacement plan at this time.

## **Cost/Benefit Analysis**

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

## **The Road Commission Passenger Vehicle**

### **Fleet**

The typical RCOC passenger vehicle has been driven more than 86,000 miles, but about one-third of the fleet has been driven more than 104,000 miles. The RCOC has continued to reduce the number of passenger cars in the fleet. This budget includes the necessary \$44,000 replacement of 2 automobiles.

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

### **Fleet**

In a survey of the 100 oldest RCOC pickups and vans, the average RCOC vehicle was more than 10 years old. Approximately 25 percent have cumulative maintenance costs equal to the original purchase price. The average pickup or van has been driven approximately 102,000 miles. This budget includes \$298,000 to replace 16 pickups and vans.

# 2013/14 Capital Budgeting

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## The Road Commission

### Heavy Equipment

#### Fleet

RCOC 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 life spans, but in many cases results in the vehicle escaping the deterioration associated with daily or frequent usage. As a result, age alone is not as valid a criterion for identifying replacement candidates as with other vehicles.

In the past we had maintained our road equipment on a rotational DX schedule. While the Central Operations Department (COD) was able to increase the useful life of some equipment through tightened specifications, it had to reduce the expenditures and extend the life of equipment on hand. Using industry standards and the value of our fleet, the RCOC should replace about \$5 million of equipment annually.

This budget includes \$1,465,000 to replace 6 dump trucks, 1 truck tractor and 1 sign truck. However, with the RCOC's current reduced revenue situation, COD has had to defer many heavy road equipment purchases.

# 2013/14 Capital Budgeting

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## Resource Allocation Decision to Repair/ Replace Equipment

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

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

Downtime is of importance to fleet readiness, especially during critical operations such as winter maintenance, because it delays or postpones delivery of service. Preventive maintenance results in equipment downtime, but it is judged beneficial since this investment in short planned downtime is to eliminate or significantly reduce more costly unplanned downtime for corrective maintenance. 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.

Aggressive preventive maintenance in recent years has contributed materially to reducing equipment downtime, especially during critical operations, as well as 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.

# 2013/14 Capital Budgeting

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## Resource Allocation Decision to Repair/ Replace Equipment

**(continued)** 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 places 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.

Nevertheless, the decision to replace aging equipment is not simply a matter of age, miles driven or determination of 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 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.

# 2013/14 Capital Budgeting

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

Initially, 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. However, consideration of these factors would result in decisions either to continue maintaining the existing vehicle or to acquire a new vehicle solely on the basis of age.

In terms 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.

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

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



# 2013/14 Capital Budgeting

## DETAIL OF CAPITAL OUTLAY

### Central Operations Division

#### Road Equipment

(2) Autos	\$ 44,000
(12) 2WD 1/2 Ton Pickups	216,000
(2) Vans	38,000
(2) 2WD 3/4 Ton Pickups	<u>44,000</u>

\$342,000

**\$342,000**

### Planning and Environmental Concerns

#### Office Equipment

(2) Microsoft Exchange Servers	<u>\$ 28,000</u>
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**\$28,000**

### Traffic-Safety

#### Road Equipment

Chain Saws/Weed Whips, etc.	\$ 750
(1) Generator	2,500
(40) Radios for RCOC Vehicles	40,000
(1) Sign Truck w/ Boom, Post Puller, Post Driver, Distance Measuring Instrument	<u>160,000</u> 0 0

\$203,250

**\$203,250**

### Highway Maintenance

#### Road Equipment

Chain Saws/Weed Whips, etc.	\$ 3,000
(6) 12 Yard Dump Trucks w/ Underbody Scraper, Salt Spreader, Temp Sensor, Pre-Wet System, Wing Plows	<u>1,110,000</u> 0 0
(1) Truck Tractor w/ Underbody Scraper, Temp Sensor	<u>195,000</u> 0

\$1,308,000

**\$1,308,000**

**TOTAL CAPITAL OUTLAY**

**\$1,881,250**



# 2013/14 Capital Budgeting

## CAPITAL OUTLAY HISTORY

<u>Department</u>	<u>2010/11 Actual</u>	<u>2011/12 Actual</u>	<u>2012/13 Amended Budget</u>	<u>2013/14 Budget</u>
<b>Managing Director</b>				
Office Equipment	\$0	\$0	\$0	\$0
<b>Customer Services</b>	0	0	0	0
<b>Finance</b>	0	0	0	0
<b>Legal</b>	0	0	0	0
<b>Human Resources</b>	0	0	0	0
<b>Central Operations</b>				
Land & Improvements	0	0	0	0
Buildings	0	115,217	25,782	0
Road Equipment	0	0	0	342,000
Storage Facilities	0	293,912	997,907	0
Office Equipment	0	0	40,000	0
<b>Engineering</b>				
Engineering Equipment	0	59,067	0	0
Office Equipment	0	0	0	0
<b>Planning &amp; Environmental Concerns</b>				
Office Equipment	0	16,751	10,000	28,000

# 2013/14 Capital Budgeting

## CAPITAL OUTLAY HISTORY

<u>Department</u>	<u>2010/11 Actual</u>	<u>2011/12 Actual</u>	<u>2012/13 Amended Budget</u>	<u>2013/14 Budget</u>
<b>Traffic-Safety</b>				
Road Equipment	\$4,429	\$4,705	\$3,250	\$203,250
Shop Equipment	0	0	0	0
Engineering Equipment	10,258	0	0	0
<b>Highway Maintenance</b>				
Road Equipment	615,971	289,698	1,598,942	1,308,000
Brine Well	476,361	25,785	297,853	0
<b>TOTALS</b>	<b>\$1,107,019</b>	<b>\$805,135</b>	<b>\$2,973,734</b>	<b>\$1,881,250</b>

# Road Improvement Program



# 2013/14 Road Improvement Program

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## **ROAD IMPROVEMENT PROGRAM**

The Road Improvement Program includes all of the construction projects on primary and local roads. These roads are part of the infrastructure; therefore, they are not capitalized as part of the fixed asset account group. However, road improvements are capitalized as "infrastructure assets" as required by Government Accounting Standard Board Statement No. 34 (GASB 34).

The major sources of revenue for most Road Improvement Program projects are federal and state aid as well as contributions from local units of government. For example, the RCOC has a matching Tri-Party Program of one-third local, one-third Oakland County and one-third RCOC funding.

### **State Funding**

The RCOC's share of the Road Improvement Program comes from state-collected fuel and vehicle taxes, which are returned to the RCOC under the provisions of Act 51. Other state funding is from the Transportation Economic Development Fund's (TEDF) Category "A" (economic development) and Category "C" (urban congestion) and the Local Bridge Program (LBP).

### **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.

### **Federal Funding**

Federal aid is derived from the Local Bridge Program (LBP), Surface Transportation Program (STP), National Highway Performance Program, Congestion Mitigation Air Quality (CMAQ), Transportation Economic Development Fund (TEDF) Category "C" (urban congestion), Federal High Priority Project (HPP) and Safety grants.

# 2013/14 Road Improvement Program

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## **Project Programming and Budgeting**

For each road project there is an estimate of the amount of staff time and funding required for the following phases:

- Preparation of plans and specifications
- Land and right-of-way acquisition
- Agreements (with other government units and consultants)
- Construction and materials inspection

In addition, the start-up and completion dates to the nearest month or year are estimated. When contracting with local units, the project manager prepares an exhibit of financial participation by other units of government and agencies involved in undertaking the project. At this point, a project number is assigned to each job and the agreements with both the state and local units are executed.

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. This is a general source of information should questions arise.

Once all property owners have been contacted and land acquired, the project 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 intended to aid management in identifying and dealing with delays before they become serious.



# 2013/14 Road Improvement Program

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## **Project Progress and Review (continued)**

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



**FY2013/14 ROAD IMPROVEMENT PROGRAM**

Project Number	Project Name	Location	Community	Type of Projects	Fiscal Year 2013/14			Annual Total All Sources
					Federal And State Funding	Local Gov't Funding	MTF and Other RCOC Funding	
<b><u>2013/14 Safety Widenings</u></b>								
48691	Baldwin	Morgan to Gregory	Orion	ROW	1,505,000	160,000	160,000	1,825,000
46901	Dequindre	Long Lake to Auburn	Rochester Hills/Troy	ROW	600,000	75,000	75,000	750,000
50261	Orchard Lake	@ 14 Mile to Northwestern	Farm Hills/West Bloom	ROW/CONST	7,840,500	1,117,250	1,117,250	10,075,000
51101	Haggerty	Pontiac Trail to Richardson	Commerce/West Bloom	CONST	1,350,000	262,500	262,500	1,875,000
				Subtotal	<b>11,295,500</b>	<b>1,614,750</b>	<b>1,614,750</b>	<b>14,525,000</b>
<b><u>2013/14 Safety Intersections</u></b>								
TBD	Williams Lake	At Airport	Waterford	PE/ROW/CONST	500,000	-	185,000	685,000
				Subtotal	<b>500,000</b>	<b>-</b>	<b>185,000</b>	<b>685,000</b>
<b><u>2013/14 RRR</u></b>								
TBD	Court Tower Blvd S	W of County Center Dr E	Pontiac	PE	-	-	65,000	65,000
TBD	Maple	Drake to Orchard Lake	West Bloomfield	PE	-	-	350,000	350,000
51471	Opdyke	Auburn to Perry	Auburn Hills/Pontiac	CONST	3,400,000	850,000	650,000	4,900,000
51571	Rochester	Gerst to Bordman	Addison	CONST	1,040,000	-	260,000	1,300,000
				Subtotal	<b>4,440,000</b>	<b>850,000</b>	<b>1,325,000</b>	<b>6,615,000</b>

**FY2013/14 ROAD IMPROVEMENT PROGRAM**

Project Number	Project Name	Location	Community	Type of Projects	Fiscal Year 2013/14			
					Federal And State Funding	Local Gov't Funding	MTF and Other RCOC Funding	Annual Total All Sources
<b><u>2013/14 4R</u></b>								
TBD	Greenfield	8 Mile to north of 9 Mile	Southfield	CONST	1,750,000	975,000	675,000	3,400,000
				Subtotal	<b>1,750,000</b>	<b>975,000</b>	<b>675,000</b>	<b>3,400,000</b>
<b><u>2013/14 Bridges</u></b>								
TBD	TBD	Various	Countywide	PE	-	-	250,000	250,000
TBD	Lahser	Over Rouge River	Southfield	PE/CONST	-	-	240,000	240,000
TBD	Avon	Over Clinton River	Rochester Hills	PE/CONST	-	-	180,000	180,000
TBD	Lahser	Over Rouge River	Beverly Hills	PE/CONST	-	-	145,000	145,000
51503	Orion	Over Paint Creek	Oakland	ROW/CONST	1,900,000	-	500,000	2,400,000
				Subtotal	<b>1,900,000</b>	<b>-</b>	<b>1,315,000</b>	<b>3,215,000</b>
<b><u>2013/14 Culverts</u></b>								
TBD	TBD	Various	Countywide	PE/CONST	-	-	180,000	180,000
TBD	Maybee	Over Sashabaw Creek	Independence	PE/CONST	-	-	180,000	180,000
TBD	11 Mile	Over Novi-Lyon Drain	Lyon	PE/CONST	-	-	180,000	180,000
TBD	Sleeth	Over Lake Sherwood	Commerce	PE/CONST	-	-	180,000	180,000
				Subtotal	<b>-</b>	<b>-</b>	<b>720,000</b>	<b>720,000</b>

**FY2013/14 ROAD IMPROVEMENT PROGRAM**

Project Number	Project Name	Location	Community	Type of Projects	Fiscal Year 2013/14			Annual Total All Sources
					Federal And State Funding	Local Gov't Funding	MTF and Other RCOC Funding	
<b><u>2013/14 Pave Gravel Roads</u></b>								
TBD	Napier	9 Mile to 10 Mile	Lyon/Novi	PE	-	-	150,000	150,000
TBD	Clyde	E of Hickory Ridge to Strathcona	Highland	CONST	1,500,000	187,500	462,500	2,150,000
51682	Griswold	8 Mile to 9 Mile	Lyon	CONST	1,600,000	400,000	215,000	2,215,000
Subtotal					<b>3,100,000</b>	<b>587,500</b>	<b>827,500</b>	<b>4,515,000</b>
<b><u>2013/14 Tri-Party</u></b>								
TBD	2014 Tri-Party	Countywide	Various	PE/ROW/CONST	-	2,000,000	1,000,000	3,000,000
Subtotal					-	<b>2,000,000</b>	<b>1,000,000</b>	<b>3,000,000</b>
<b><u>2013/14 Other</u></b>								
TBD	Bridge Management	Countywide	Various	CONST	-	-	250,000	250,000
TBD	Pavement Management	Countywide	Various	CONST	-	-	10,000	10,000
TBD	SAD Repair	Countywide	Various	CONST	-	-	95,000	95,000
TBD	Wetland Mitigation	Countywide	Various	CONST	-	-	25,000	25,000
Subtotal					-	-	<b>380,000</b>	<b>380,000</b>
<b>2013/14 Subtotal</b>					<b>22,985,500</b>	<b>6,027,250</b>	<b>8,042,250</b>	<b>37,055,000</b>

**FY2013/14 ROAD IMPROVEMENT PROGRAM**

Project Number	Project Name	Location	Community	Type of Projects	Fiscal Year 2013/14			Annual Total All Sources
					Federal And State Funding	Local Gov't Funding	MTF and Other RCOC Funding	
<b><u>2013/14 Completion of FY2012/13 Widening</u></b>								
51741	Tienken	Livernois to Rochester	Rochester Hills	CONST	-	287,500	287,500	575,000
				Subtotal	-	287,500	287,500	575,000
TBDMIS1 PRIOR YEARS CONTRACTOR PAYMENTS					-	-	1,750,000	1,750,000
				Subtotal	-	-	1,750,000	1,750,000
				<b>2012/13 COMPLETION SUBTOTAL</b>	-	287,500	2,037,500	2,325,000
				<b>2013/14 SUBTOTAL</b>	<b>22,985,500</b>	<b>6,027,250</b>	<b>8,042,250</b>	<b>37,055,000</b>
				<b>TOTAL</b>	<b>22,985,500</b>	<b>6,314,750</b>	<b>10,079,750</b>	<b>39,380,000</b>

**Projects budgeted in FY2012/13 but will be built in FY2013/14:**

- 1) Avon Rd. from Adams Rd. to Livernois Rd. - Resurfacing
- 2) Pontiac Lake Rd. from M-59 to Cass Lake Rd. - Resurfacing
- 3) Joslyn Rd. from Collier to N. of Pacific - Resurfacing
- 4) Oak Hill Rd. from Dixie Hwy. to Kier Rd. - Pave Gravel
- 5) Pontiac Trail from 8 Mile to 9 Mile - culvert replacement/overlay
- 6) Joslyn Road from Waldon to Clarkston - safety improvements/overlay

**2013/14 ROAD IMPROVEMENT PROGRAM AND OTHER PROJECT GROUPS**  
**Estimated Expenditures for Fiscal Year Ending 9/30/14**  
**SUMMARY**



OAKLAND COUNTY RESEARCH LIBRARY  
 1200 NORTH TELEGRAPH ROAD  
 PONTIAC, MICHIGAN 48341

<u>ROAD IMPROVEMENT PROGRAM</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>
<b>2013/14 Projects</b>				
Safety Road Widening	\$11,295,500	\$1,614,750	\$1,614,750	\$14,525,000
Safety Intersections	500,000	0	185,000	685,000
Major Resurfacing (RRR)	4,440,000	850,000	1,325,000	6,615,000
Reconstruction (4R)	1,750,000	975,000	675,000	3,400,000
Bridges and Bridge Restoration	1,900,000	0	1,315,000	3,215,000
Culverts	0	0	720,000	720,000
Pave Gravel Roads	3,100,000	587,500	827,500	4,515,000
Tri-Party	0	2,000,000	1,000,000	3,000,000
Other	0	0	380,000	380,000
<b>Subtotal</b>	<b>\$22,985,500</b>	<b>\$6,027,250</b>	<b>\$8,042,250</b>	<b>\$37,055,000</b>
<b>2013/14 Completion of 2012/13 Projects in Progress</b>				
Safety Road Widening	\$0	\$287,500	\$287,500	\$575,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$287,500</b>	<b>\$287,500</b>	<b>\$575,000</b>
<b>Prior Years Contractor Payments</b>				
	\$0	\$0	\$1,750,000	\$1,750,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,750,000</b>	<b>\$1,750,000</b>
<b>TOTAL ROAD IMPROVEMENT PROGRAM</b>	<b>\$22,985,500</b>	<b>\$6,314,750</b>	<b>\$10,079,750</b>	<b>\$39,380,000</b>

**PROGRAM SOURCES**

	<u>Federal &amp; State</u>	<u>Local</u>	<u>RCOC</u>	<u>Road Improvement Program Disbursements</u>	
STP	\$12,160,500	Cities \$3,078,538		Contractor Payments	\$30,335,000
NHPP	1,750,000	Townships 2,236,212		Right of Way Payments	3,950,000
State "C" (TEDF)	1,705,000	County 1,000,000		Eng. Consultants	775,000
HPP	3,970,000			<b>Subtotal</b>	<b>\$35,060,000</b>
Local Bridge Program	1,900,000				
Safety	1,000,000			Traffic & Utility Force Work	\$295,000
CMAQ	500,000			Engineering Labor	4,025,000
MTF			\$10,079,750	<b>Subtotal</b>	<b>\$4,320,000</b>
<b>TOTAL PROJECT SOURCES</b>	<b>\$22,985,500</b>	<b>\$6,314,750</b>	<b>\$10,079,750</b>		<b>\$39,380,000</b>
<b>OTHER PROJECT GROUPS and SAD</b>					
Special Assessment District (SAD) Program		\$4,764,400		Contractor Payments, Eng and Adm	\$4,764,400
Signal Projects	\$2,160,000	100,000	\$940,000	Contractor Payments, Mtls & Utilities	2,675,000
				<b>Subtotal</b>	<b>\$7,439,400</b>
				Labor and Equipment (SIG)	525,000
<b>TOTAL OTHER PROJECTS AND SAD</b>	<b>\$2,160,000</b>	<b>\$4,864,400</b>	<b>\$940,000</b>		<b>\$7,964,400</b>