

2021 Annual Budget Report

Year-End Analysis

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Executive Summary

Overall, 2021 has been a more stable year than originally anticipated. There were still impacts from the coronavirus pandemic and other economic factors but the staff at the Washtenaw County Road Commission (WCRC) were able to take the lessons learned during the early stages of the pandemic in 2020 and apply those to 2021.

As an example, WCRC has been able to safely accomplish nearly all the road construction and maintenance projects planned during the construction season. In addition, WCRC reopened its lobby to in-person traffic in July while continuing to offer many services remotely.

Based on the year-end analysis, the following budget amendments are recommended:

1. **Michigan Transportation Funds (MTF):** Due to positive gains in the last few months, an increase of \$250,000 to MTF projections is anticipated at this time.
2. **Adjustments to various federal/state aid projects:** Several projects have progressed more rapidly than anticipated resulting in more revenue recognized. An increase of \$471,000 is anticipated to reflect this change.
3. **Trunkline maintenance:** The revenues received from MDOT for the State Trunkline contract are anticipated to be higher than originally budgeted. This is due to differences between MDOT's and WCRC's fiscal year. When building a budget each year, WCRC uses historic revenues from MDOT to estimate the anticipated budget. At year-end, an adjustment is made to reflect actual anticipated revenues from MDOT, and any seasonal adjustments needed.
4. **Township contributions:** Township contributions are lower than budgeted due to less revenue from township agreements. In addition, several projects, including traffic signal upgrades and pathways have been carried over to 2022.

If adopted, these budget amendments will allow WCRC to finish the year in a fiscally responsible condition.

Proposed Budget Revisions

	BUDGET REVISIONS (000'S)				
	2021	ANTICIPATED	PROPOSED	RECOMMENDED	
	BUDGET	REV/EXP	REVISIONS	BUDGET	
REVENUES					
Mich. Transportation Fund	32,000	32,250	250	32,250	
Federal/State Funds	16,756	17,227	471	17,227	
Trunkline Maintenance	2,370	3,255	885	3,255	
Township Contribution	8,564	7,596	(968)	7,596	
Other Contribution	4,522	4,906	384	4,906	
Miscellaneous Inc.	784	1,157	373	1,157	
TOTAL	64,996	66,391	1,395	66,391	
EXPENDITURES					
Administration	1,447	1,529	82	1,529	
Operations	10,406	10,164	(242)	10,164	
Engineering	3,583	3,620	37	3,620	
Nondepartmental	9,621	9,395	(226)	9,395	
Debt Service	2,409	2,415	6	2,415	
Total expenditures b/f project expenditures	27,466	27,123	(343)	27,123	
Project expenditures:					
Reimb Road, C/O and STL	42,500	44,581	2,081	44,581	
	42,500	44,581	2,081	44,581	
TOTAL EXPENSES	69,966	71,704	1,738	71,704	
REV Over/(Under) EXP	(4,970)	(5,313)	(343)	(5,313)	
2020 Fund Balance (Audited)	21,016			21,016	
2021 Fund Balance (projected)	16,046			15,703	*
* \$2,314,000 is Nonspendable assets/prepaid expenses.					

Revenue

Michigan Transportation Fund (MTF)

MTF is typically the largest funding source for WCRC. This revenue is generated by state fuel taxes and vehicle registration fees. Once collected, the funds are disbursed by the state treasurer through a prescribed formula to Act 51 road agencies across the state, including WCRC.

Q1 Update: MTF anticipated revenue for 2021 was initially projected as an 8% increase as compared to 2020. This was based on State of Michigan budget projections. The COVID-19 pandemic remains and is expected to continue to impact MTF. As of the first quarter, it is unknown how long this impact will last. Due to timing issues, which are typical for the first quarter budget review, we have not received the MTF check for March. Therefore, only two months of MTF revenues are acknowledged which are lower than budgeted.

Q2 Update: MTF revenue for the first five months has varied greatly when viewed month-by-month and when compared to 2020. But cumulatively, MTF appears to be rebounding to pre-pandemic levels and consistent with original MDOT projections. Therefore, MTF is increased by \$750,000 up to \$32 million which is the originally budgeted amount.

Year-End Update: It is anticipated that the annual MTF receipts will be \$32,250,000 which reflects a \$250,000 increase over the originally budgeted amount.

	Actual Revenues Thru	Anticipated
Budget	10/31/2021	Revenues
\$ 32,000,000	\$ 25,042,702	\$ 32,250,000

Federal/State Funds

Another important funding source for road agencies like WCRC is federal and state aid. The funding summarized below is a combination of WCRC's federal allocation and grants administered by the state for specific projects. WCRC staff works extremely hard to apply for these competitive grants in order to improve critical infrastructure. Federal/State projects require a specific percentage of funding match, in most cases, WCRC uses MTF revenue as the required match.

In early 2021, Congress passed the American Rescue Plan (ARP) which is an economic stimulus package to offset the effects of the COVID-19 pandemic and bolster the U.S. economy. State and local governments including counties, cities, villages and townships received ARP funds. Unfortunately, despite the tremendous need, road commissions, including WCRC, did not directly receive any ARP funding.

See Appendix I for a summary of 2021 Federal/State Aid projects. The timing of the construction has significant impacts on federal/state revenues as well as the local match if the projected level of completion varies from the actual level by year-end.

Q1 Update: As typical for the first quarter, Federal/State revenues have been limited due to seasonal delays. The majority of the Federal/State receipts were for work on the Wagner Rd-South Project as well as various carryover projects.

Q2 Update: Federal/state revenue activities represent primarily a continuation of carryover projects including the Miller Rd Bridge (Scio Township).

There is a significant decrease in expected federal revenue due to delays of two non-motorized projects – Huron River Dr Border-to-Border Phase III (Scio Township) and Platt Rd Non-Motorized Trail (Pittsfield Township).

Year-End Update: Federal/State revenues will be higher than anticipated because of additional revenues for several federal aid projects, including the US-12/M-17 Improvement Project (Ypsilanti Township) and the Dixboro Rd Pathway Project (Ann Arbor Township).

	Actual Revenues Thru	Anticipated
Budget	10/31/21	Revenues
\$ 16,756,000	\$ 12,466,512	\$ 17,227,000

State Trunkline Maintenance

Since the 1940s, the Michigan Department of Transportation (MDOT) has contracted with WCRC to provide routine maintenance on the state trunkline roads within Washtenaw County. These services include winter maintenance, pothole patching, guardrail repair, etc.

WCRC has a dedicated state trunkline crew funded by MDOT to conduct this work.

Q1 Update: The State Trunkline Maintenance revenues reflect actual expenditures and are approximately \$145,000 higher than last year.

Q2 Update: The State Trunkline Maintenance revenues reflect actual expenditures and are \$200,000 higher than last year.

Year-End Update: The revenues received from MDOT for the State Trunkline contract are anticipated to be higher than originally budgeted. This is due to differences between MDOT's and WCRC's fiscal year. When building a budget each year, WCRC uses historic revenues from MDOT to estimate the anticipated budget. At year-end, an adjustment is made to reflect actual anticipated revenues from MDOT, and any seasonal adjustments needed.

	Actual Revenues Thru	Anticipated
Budget	10/31/21	Revenues
\$ 2,370,000	\$ 2,812,569	\$ 3,255,000

Township Contributions

Financial partnerships with Washtenaw County's 20 townships are critical for the improvement of local roads across the county. Each year, WCRC allocates a portion of MTF revenue into a Local Road Matching Program and a Drainage Matching Program for the townships. Funding is disbursed to the townships through a prescribed formula. In addition, WCRC offers a matching program to help replace culverts on local roads that require a permit from the Michigan Department of Environment, Great Lakes and Energy (EGLE) and/or the Washtenaw County Water Resources Commissioner's Office. These funds are applied on a case-by-case basis.

Q1 Update: Initial reimbursements have been received for the Ypsilanti Township Subdivision Bonds. Payment was also received from Salem Township (for costs on Chubb Rd and 5 Mile Rd) and Pittsfield Township (for costs on the Textile Rd Pathway).

Q2 Update: Reimbursements have been received from Salem Township for costs on Chubb Rd and Ypsilanti Township for bond reimbursements. The initial group of township billings has been prepared and submitted.

Year-End Update: Township contributions are lower than budgeted due to less revenue from township agreements. In addition, several projects will be carried over to 2022.

Budget Category	Budget	Actual Revenues Thru 10/31/21	Anticipated Revenues
Township Matching/Drainage	\$ 5,500,000	\$ 4,124,671	\$ 5,025,000
Traffic Calming	100,000	33,798	73,000
Ypsilanti bond reimbursement	630,000	630,250	630,000
Culvert replacements	100,000	0	100,000
Oak Park Estates	0	0	0
Textile Pathway	28,000	27,500	28,000
Ellsworth Rd at Lohr Rd	0	147,900	148,000
Ann Arbor-Saline Rd at Oak Valley D	845,000	858,289	858,000
Prospect Road Pathway	286,000	20,525	71,000
Lehman Rd culvert	0	0	0
Platt Road Greenway Phase 2	75,000	0	101,000
Chubb Road: Five Mile - Napier	81,000	80,506	81,000
Dixboro Road Trail, Phase 2	477,000	270,068	393,000
Lohr Rd at Textile Rd	145,000	0	0
Maple Rd at Textile Rd	155,000	0	0
Hewitt Road Pedestrn Crossing	74,000	87,513	88,000
Hitchingham Rd ovr Stony Creek	68,000	0	0
	\$ 8,564,000	\$ 6,281,021	\$ 7,596,000

Other Contributions

This revenue category covers a variety of other funding sources. Other Contributions are anticipated to increase in 2021.

Most significantly, it includes revenue from the 2021 – 2024 Four-Year Roads and Non-Motorized Millage renewed by voters in August 2020.

Q1 Update: Invoices were submitted to the Washtenaw County Parks and Recreation Commission for costs on the Huron-Waterloo Trail.

Q2 Update: A payment was received from Washtenaw Community College for costs on the WCC Pathway. The initial county millage funds were received.

Year-End Update: “Other contributions” is higher than budgeted due to additional funds from a developer for a haul route agreement on Pleasant Lake Rd in Freedom Township and additional funds from Washtenaw County Parks and Recreation Commission for design services on segment D3 and D4 of the Border-to-Border Trail in Scio Township.

Budget Category	Budget	Actual Revenues Thru 10/31/21	Anticipated Revenues
County Millage Overlay/Seal	\$ 4,147,000	\$ 3,932,204	\$ 4,200,000
Huron River Trail - B2B	125,000	66,500	66,500
Huron Waterloo Trail	0	19,717	20,000
Chelsea Path	0	0	0
HRD - B2B Zeeb -Delhi Phe	75,000	89,941	90,000
Miscellaneous	175,000	528,784	529,000
	\$ 4,522,000	\$ 4,637,145	\$ 4,905,500

Miscellaneous Income

This category is made up of income from a variety of sources, including interest, land sales/leases, permit fee collection and revenue from Special Assessment Districts for specific road improvement projects.

Q1 Update: Permit/subdivision activity is higher than budgeted levels in the first quarter. The “other” category primarily represents sundry receipts for inspections.

Q2 Update: First quarter interest was posted.

Year-End Update: The overall revenues were higher due to more than anticipated sundry income (these are monthly reimbursement invoices for permit inspections, third-party insurance reimbursements and routine work for municipalities).

The “other” category includes revenues from various equipment auctions.

Budget Category	Budget	Actual Revenues Thru 10/31/21	Anticipated Revenues
Interest Income	\$ 150,000	\$ 14,338	\$ 28,000
Gain/loss on sale	175,000	0	90,000
Land Sales/Leases	30,000	264,106	34,000
Permits	300,000	768,987	693,000
Special Assessment bonds	9,000	4,399	9,000
Other	120,000	277,531	303,000
	\$ 784,000	\$ 1,329,360	\$ 1,157,000

Expenditures

Administration

The Administration Department represents WCRC's decision-making body and support staff.

The Administration Department is comprised of:

- Five-member Washtenaw County Board of County Road Commissioners, appointed by the Washtenaw County Board of County Commissioners
- Managing director
- Finance and IT with five full-time positions authorized
- Human resources comprised of two full-time employees
- Communications comprised of three full-time employees

The Administration Department accounts for 2% of WCRC's expenditures and will end the year with an authorized staff of 11 full-time employees and five road commissioners in 2021.

Q1 Update: The overall expenditures in this department are about as budgeted in the first quarter.

Q2 Update: The overall expenditures in this department are about as budgeted.

Year-End Update: Overall expenditures are slightly over budget.

See Appendix A for an updated line-item list of budgeted expenditures.

Operations Department

The primary duty of the Operations Department is the maintenance of roads, roadsides, bridges, equipment and WCRC's facilities.

The Operations Department accounts for 15% of the total yearly expenditures and will end the year with 90 authorized positions in 2021. 74 of these positions are represented by the Technical, Professional and Officeworkers Association of Michigan (TPOAM).

The Operations Department is comprised of:

- Eight crews (6 – 12 positions per crew) responsible for routine and preventative maintenance, construction and emergency response throughout the county
 - These crews are geographically dispersed throughout the county in six maintenance districts to provide the best service possible
- Eight fleet maintenance personnel who ensure the readiness and repair of all vehicles and equipment
- Two stockroom personnel to administer inventory control and procurement of goods and services
- Four building and grounds personnel responsible for the maintenance and capital outlay of all facilities and properties to support safe and efficient operations
- Five administrative staff who provide direction and support to all personnel within this group

Q1 Update: Salt expenditures were about as budgeted through the first quarter. Fuel costs are slightly lower than budgeted and will be monitored closely as the price per gallon continues to be volatile.

Q2 Update: Expenditures are slightly lower than budgeted. Fuel costs continue to be volatile and will be monitored closely the remainder of the year.

Year-End Update: Overall anticipated expenditures are lower than budgeted.

See Appendix B for an updated line-item list of budgeted expenditures.

Engineering Department

The Engineering Department is made up of 34 positions and is divided into three sections – permits, traffic & safety and design & construction. Seven positions in the Engineering Department are represented by TPOAM.

- The Permits Section is responsible for processing a wide range of right-of-way and transportation permits with seven authorized positions.
- The Traffic & Safety Section (T&S) is charged with maintaining signs and signals across Washtenaw County. In addition, this section conducts traffic counts, safety studies and works closely with the Design & Construction Section. This section has 15 authorized positions.
- The Design & Construction Section is responsible for designing and building various road and bridge projects utilizing federal, state and local funds. This section has 12 authorized positions.

The Engineering Department accounts for 5% of WCRC's expenditures.

Q1 Update: The overall expenditures for this department are slightly lower than budgeted.

Q2 Update: The overall expenditures for this department are lower than budgeted.

Year-End Update: Overall costs are anticipated to be slightly higher than budgeted.

See Appendix C for an updated line-item list of budgeted expenditures.

Non-Departmental

The non-departmental budget represents 13% of WCRC's expenditures.

Q1 Update: WCRC budgeted \$500,000 towards the annual required contribution to fund the post-employment trust. The annual liability insurance premium will not be paid until the second quarter.

Q2 Update: Medical insurance premiums are paid in advance and year-to-date totals include 7 months of expenditures. Also included in this category is the annual retiree health care amount that will be transferred back to WCRC at year-end.

The 2021 Other Post Employment Benefits (OPEB) contribution was deposited into the post-employment trust with the Municipal Employees' Retirement System. Liability premiums were paid in the second quarter and no refund is anticipated.

Year-End Update: Liability Insurance costs are lower than budgeted.

See Appendix D for an updated line-item list of budgeted expenditures.

Debt Service

Debt service represents approximately 3% of WCRC's expenditures.

Q1 Update: The initial Ypsilanti Township bond payment was made during this timeframe. In addition, the first and second quarterly, as well as monthly installment purchase payments were made. The principal and initial interest payment was made for the Northeast Service Center.

Q2 Update: Interest payments on the Ypsilanti Township bonds were made during this period. The first and second quarter installment payments were made for all installment purchases.

Year-End Update: All expenditures are anticipated to be as budgeted in this category.

See Appendix E for an updated line-item list of budgeted expenditures.

Reimbursable Road Projects

This includes all construction and preventative maintenance projects on primary and local roads across Washtenaw County and accounts for 45% of WCRC's expenditures (approximately \$32.6 million).

Local matching funds required for federal aid projects, payments to contractors, consultants and right of way acquisitions are included in this department.

Q1 Update: Most of the expenditures in this department will take place during the construction season.

Q2 Update: While many constructions projects are underway and making progress, there is lag between work being completed and billing.

Year-End Update: Contractual services are slightly over budget levels due to additional contractual services required to complete project work.

See Appendix F for an updated line-item list of budgeted expenditures. See Appendix I for a list of 2021 Federal/State Aid and Appendix J for a list of 2021 Non-Federal/State Aid projects included in this budget area.

See Appendix K for a map of 2021 primary road construction projects.

Capital Improvements

This area includes investments in the equipment and facilities necessary for WCRC to conduct its work. Capital improvements account for approximately 7% of WCRC's expenditures.

Q1 Update: All expenditures are as budgeted during this timeframe.

Q2 Update: All expenditures are as budgeted during this timeframe.

Year-End Update: Costs are slightly lower than budgeted with several projects being carried over into 2022.

See Appendix G for an updated line-item list of budgeted expenditures. See Appendix L for a list of 2021 equipment and Appendix M for a list of 2021 facility projects.

State Trunkline

This area of the budget includes planned expenditures in material on roads included in MDOT's routine maintenance contract with WCRC.

Q1 Update: Salt usage was approximately as budgeted for this timeframe. "Engineering Services: Design Costs" are related to the US-12/M-17 Project in Ypsilanti Township.

Q2 Update: Contractual Services and Engineering Services costs are related to the US-12/M-17 project in Ypsilanti Township.

Year-End Update: Anticipated costs are higher than budgeted due to additional work on the US-12/M-17 project in Ypsilanti Township.

See Appendix H for an updated line-item list of budgeted expenditures.

Appendix A: Line-Item Expenditures - Administration Department

Dept. 216 - 228 - Administrative					
Commissioners, Executive, Finance, Human Resources. Information Systems,					
and Legal Departments					
				Actual Expenditures	2021
Account	Description	BUDGET		10/31/2021	Anticipated Expenditures
703 - 712	REGULAR WAGES	\$ 896,000		\$ 799,037	\$ 999,000
703 -712	OVERTIME WAGES	5,000		3,852	6,000
724	FRINGES	6,000		0	6,000
727	POSTAGE	1,000		0	1,000
728	OFFICE SUPPLIES	5,000		2,206	5,000
729	ENGINEERING SUPPLIES	1,000		0	1,000
730 & 861.xx	TRAINING	20,000		7,958	20,000
734	EMPLOYEE SAFETY SUPPLIES	0		1,925	2,000
735	MISCELLANEOUS SUPPLIES	1,000		61	1,000
801	CONTRACTUAL SERVICES	170,000		48,528	79,000
803	LEGAL SERVICES	110,000		37,270	83,000
804	AUDIT SERVICES	46,000		44,000	44,000
807	DATA PROCESSING	125,000		149,472	184,000
807 001	ANNUAL SOFTWARE MAINT.FEE-PCSI	18,000		16,869	17,000
807 002	PCSI PROGRAMMING SUPPORT	15,000		6,800	15,000
811	BANK FEES	1,000		0	1,000
816	CREDIT CARD FEES	5,000		4,765	7,000
817	PAYPAL FEES	0		630	3,000
851	COMM:CELL PHONES/SIGNALS	5,000		5,698	8,000
874 001	ADVERTISING	9,000		7,650	11,000
874 002	PRINTING EXPENSE	3,000		1,092	3,000
875	INSURANCE:-PROP & EQP PHYS DAM	1,000		0	1,000
934	REPAIRS/MAINT: OFFICE EQUIPMENT	4,000		2,613	4,000
939	REPAIRS/MAINT: ROAD EQUIPMENT	100		69	0
941	EQUIPMENT RENTAL	3,000		2,105	3,000
669	EQUIPMENT RENTAL CREDIT	(3,000)		(2,105)	(3,000)
956	SAFETY EXPENSE	250		0	0
968 002	DEPRECIATION: ADMIN BUILDING	69,000		64,926	86,000
968 007	DEPRECIATION: OFFICE EQP/FURNITURE	84,000		91,474	121,000
690	DEPRECIATION CREDIT	(153,000)		(156,400)	(179,000)
	TOTAL	\$ 1,447,350		\$ 1,140,493	\$ 1,529,000

Appendix B: Line-Item Expenditures - Operations

Dept. 102 - 118 Operations					
All Yards, the Shop, & Building and Grounds comprise the Operation Department Activities					
			Actual Expenditures	2021	
Account	Description	BUDGET	10/31/2021	Anticipated Expenditures	
703 -712	REGULAR WAGES	\$ 5,031,620	\$ 3,891,208	\$ 4,741,000	
703 -712	OVERTIME WAGES	925,000	569,279	844,000	
724	FRINGE	3,000	80	3,000	
728	OFFICE SUPPLIES	2,000	1,034	2,000	
730 & 861.XX	TRAINING	18,000	8,025	18,000	
731	JANITOR SUPPLIES	16,000	17,334	20,000	
732	TRAFFIC CONTROL SUPPLIES	18,000	4,625	8,000	
733	WELDING SUPPLIES	14,000	5,190	10,000	
734	EMPLOYEE SAFETY SUPPLIES	19,000	21,940	26,000	
735	MISCELLANEOUS SUPPLIES	87,000	78,882	102,000	
740 001	EQUIPMENT PARTS EXPENSE	150,000	109,625	150,000	
740 002	DIESEL EXHAUST FLUID EXPENSE	10,000	9,368	11,000	
740 003	DIESEL FUEL EXPENSE	500,000	375,075	500,000	
740 004	UNLEADED FUEL EXPENSE	150,000	119,068	150,000	
740 005	ANTIFREEZE	8,000	2,681	6,000	
740 006	MOTOR OIL/LUBRICANTS	35,000	25,262	35,000	
740 007	TIRES & TIRE ACCESSORIES	95,000	58,176	95,000	
740 008	BLADES	100,000	49,142	100,000	
761	GRAVEL	55,000	17,842	55,000	
762	COLD PATCH	100,000	(6,871)	59,000	
763	SAND	45,000	6,911	45,000	
764	SALT	954,000	588,598	941,000	
765	ASPHALT	40,000	425	28,000	
766	BRINE	99,000	78,273	99,000	
767	CULVERT	5,000	2,510	12,000	
769	GUARDRAIL	7,000	0	1,000	
771	LIMESTONE	300,000	370,822	450,000	
773	MISC SLAG/STONE	75,000	62,352	75,000	
774	DRAINAGE ITEMS/CEMENT	15,000	3,701	8,000	
790	SMALL ROAD TOOLS	20,000	12,485	18,000	
791 074	INVENTORY ADJ:EQP REPAIR PARTS	32,000	(468)	32,000	
791 076	INVENTORY ADJ: ROAD MATERIALS	13,000	(3,506)	6,000	
801	CONTRACTUAL SERVICES	379,000	383,922	535,000	
806	LAUNDRY SERVICES	7,000	3,378	5,000	
807	DATA PROCESSING	12,000	10,357	12,000	
851	COMMUNICATIONS: CELL PHONE/TELEPN	45,000	45,098	54,000	
852	COMMUNICATIONS: RADIO	50,000	6,163	7,000	
853	COMMUNICATIONS: ANSWERING SERVICE	13,000	4,920	13,000	
874 001	ADVERTISING	2,000	197	2,000	
874 002	PRINTING EXPENSE	1,000	63	1,000	
875 000	INSURANCE: PROPERTY EQP PHYS DAMAGE	0	(86,770)	(77,000)	
882 000	INSURANCE: LIABILITY	4,000	0	4,000	
921	UTILITIES: ELECTRIC SERVICE	135,000	106,436	141,000	
922	UTILITIES: HEAT/GAS/FUEL	90,000	62,217	90,000	
923	UTILITIES: WATER & SEWER	22,000	13,177	22,000	
931	REPAIRS/MAINT: BUILDINGS	150,000	113,175	150,000	
932	REPAIRS/MAINT: YARD & STORAGE	67,000	55,335	71,000	
933	REPAIRS/MAINT: SHOP EQUIPMENT	21,000	7,482	17,000	
934	REPAIRS/MAINT: OFFICE EQUIPMENT	4,000	115	4,000	
938	REPAIRS/MAINT: NON-RD EQP	125,000	71,413	115,000	
939	REPAIRS/MAINT: ROAD EQUIPMENT	325,000	221,583	325,000	
941	EQUIPMENT RENTAL	5,800,000	5,310,245	6,372,000	
669	EQUIPMENT RENTAL CREDIT	(5,800,000)	(5,307,214)	(6,369,000)	
944	BRINEWELL REGISTRATION FEE	1,000	500	6,000	
946	REPAIR/MAINT: FUEL SYSTEM	10,000	5,565	12,000	
956	SAFETY EXPENSES	1,000	0	1,000	
968 002	DEPRECIATION: BUILDINGS	250,000	194,778	260,000	
968 003	DEPRECIATION: ROAD EQUIPMENT	1,600,000	693,587	2,494,000	
968 004	DEPRECIATION: SHOP EQUIPMENT	19,000	23,737	32,000	
968 006	DEPRECIATION: YARD & STORAGE	190,000	119,324	164,000	
968 008	DEPRECIATION: DEPLETABLE ASSETS	0	0	0	
690 XXX	DEPRECIATION CREDIT	(2,059,000)	(1,031,425)	(2,949,000)	
	TOTAL	\$ 10,405,620	\$ 7,506,422	\$ 10,164,000	

Appendix C: Line-Item Expenditures - Engineering

Dept. 314 - 328 - Engineering				
This department is comprised of Permits, Project Development, Construction and Traffic & Safety				
			Actual Expenditures	2021
Account	Description	BUDGET	10/31/2021	Anticipated Expenditures
703 - 712	REGULAR WAGES	\$ 2,538,000	\$ 2,111,594	\$ 2,577,000
703 -712	OVERTIME WAGES	150,000	80,393	105,000
724	FRINGES	10,000	5,501	10,000
728	OFFICE SUPPLIES	10,000	45	10,000
729	ENGINEERING SUPPLIES	26,000	10,812	26,000
730 & 861.xx	TRAINING	24,000	9,068	24,000
732	TRAFFIC CONTROL SUPPLIES	40,000	51,672	72,000
734	EMPLOYEE SAFETY SUPPLIES	6,000	3,849	6,000
735	MISCELLANEOUS SUPPLIES	1,000	0	1,000
740 001	EQUIPMENT PARTS EXPENSE	1,000	21	1,000
768	SIGNS	125,000	82,079	107,000
770	POSTS	27,000	20,149	35,000
772	SIGNAL PARTS	70,000	17,891	43,000
774	DRAINAGE ITEMS/CEMENT	0	0	39,000
790	SMALL ROAD TOOLS	0	56	0
791 076	INVENTORY ADJ: ROAD MATERIALS	25,000	0	25,000
801	CONTRACTUAL SERVICES	200,000	98,174	200,000
802 002	ENGRG SERVICES: ROW	0	30	0
802 004	TESTING	5,000	0	5,000
802 005	PLANNING	16,000	11,361	14,000
807	DATA PROCESSING	31,000	5,991	21,000
851	COMM:CELL PHONES/SIGNALS	40,000	41,614	51,000
874 001	ADVERTISING	3,000	398	3,000
874 002	PRINTING EXPENSE	6,000	199	3,000
921	UTILITIES: SIGNAL ENERGY	155,000	136,005	170,000
934	REPAIRS/MAINT: OFFICE EQUIPMENT	6,000	2,762	6,000
938	REPAIRS/MAINT: NON-RD EQP	8,000	7,371	8,000
939	REPAIRS/MAINT: ROAD EQUIPMENT	2,000	0	2,000
941	EQUIPMENT RENTAL	350,000	431,687	518,000
669	EQUIPMENT RENTAL CREDIT	(350,000)	(431,687)	(518,000)
944	STORM WATER PERMITS	50,000	39,170	50,000
961	PROPERTY TAXES	8,000	472	6,000
968 005	DEPRECIATION: ENGINEERING EQP	15,000	14,873	21,000
690	DEPRECIATION CREDIT	(15,000)	(14,873)	(21,000)
	TOTAL	\$ 3,583,000	\$ 2,736,676	\$ 3,620,000

Appendix D: Line-Item Expenditures - Non-Departmental

Dept. 550 - Non-Departmental							
This department represents employee benefits as well as membership fees and liability insurance that is applicable to the organization as a whole.							
				Actual Expenditures			2021
Account		Description	BUDGET	10/31/2021			Anticipated Expenditures
715		SOCIAL SECURITY/MEDICARE	\$ 699,000	\$ 564,807		\$	733,000
716		MEDICAL INSURANCE	4,425,000	5,401,794			4,425,000
717		LIFE INSURANCE	130,000	89,883			130,000
718		RETIREMENT	3,392,000	2,081,204			3,392,000
719		WORKERS COMPENSATION	300,000	170,078			270,000
720		UNEMPLOYMENT	10,000	0			10,000
721		EMPLOYEE DRUG TESTING	8,000	5,869			8,000
727		POSTAGE	10,000	4,967			10,000
728		OFFICE SUPPLIES	5,000	2,473			5,000
730 & 861.XX		ASSOCIATION FEES	69,000	48,597			69,000
734		EMPLOYEE SAFETY SUPPLIES	10,000	5,431			10,000
735		MISCELLANEOUS SUPPLIES	2,000	1,421			2,000
790		SMALL ROAD TOOLS	1,000	0			1,000
805		HEALTH SERVICES	6,000	2,465			6,000
851		COMMUNICATIONS:	1,000	75			1,000
874 002		PRINTING EXPENSE	2,000	1,921			2,000
875		INSURANCE: PROP & EQP PHYS DAM	130,000	66,623			67,000
878		INSURANCE: FLEET LIABILITY/MCC	70,000	33,441			33,000
881		INSURANCE: ERRORS & OMISSIONS	70,000	48,600			49,000
882		INSURANCE: LIABILITY	275,000	128,837			150,000
890		CLAIMS PAID	6,000	15,332			22,000
		TOTAL	\$ 9,621,000	\$ 8,673,817		\$	9,395,000

Appendix E: Line-Item Expenditures - Debt Service

Dept. 660 - Debt Service					
This department represents all of the current portion of long term debt obligations.					
				Actual Expenditures	2021
Account	Description	BUDGET		10/31/2021	Anticipated Expenditures
991 003	DEBT SERV PRINC:YPSI NOTES	\$ 600,000		\$ 600,000	\$ 600,000
991 008	INSTALL PURCH PRI: 2015 1st qtr HVY TRUCKS	0		0	0
991 009	INSTALL PURCH PRI: 2015 4th qtr HVY TRUCKS	45,000		44,741	45,000
991.010	INSTALL PURCH PRI: 2016 HVY TRUCKS	168,000		153,698	168,000
991.011	INSTALL PURCH PRI: 2017 N/E SERVICE CENTER	550,000		550,000	550,000
991.012	INSTALL PURCH PRI: 2018 HVY TRUCKS	194,000		177,449	194,000
991.013	INSTALL PURCH PRI: 2018 TRACTORS	102,000		93,496	102,000
991.014	INSTALL PURCH PRI: 2019 HVY TRUCKS	197,000		180,661	197,000
991.015	INSTALL PURCH PRI: 2019 HVY TRUCKS (B)	191,000		174,877	191,000
991.016	INSTALL PURCH PRI: 2020 HVY TRUCKS	196,000		178,201	196,000
991.017	INSTALL PURCH PRI: 2022 HVY TRUCKS	0		0	0
995 003	DEBT SER INT: YPSI NOTES	30,000		31,350	31,000
995 008	INSTALL PURCH INT: 2015 1st qtr HVY TRUCKS	0		0	0
995 009	INSTALL PURCH INT: 2015 4th qtr HVY TRUCKS	100		115	0
995 010	INSTALL PURCH INT: 2016 HVY TRUCKS	2,000		1,765	2,000
995 011	INSTALL PURCH INT: 2017 N/E SERVICE CENTER	70,000		70,061	70,000
995 012	INSTALL PURCH INT: 2018 HVY TRUCKS	4,000		3,792	4,000
995 013	INSTALL PURCH INT: 2018 TRACTORS	8,000		6,949	8,000
995 014	INSTALL PURCH INT: 2019 HVY TRUCKS	13,000		11,872	14,000
995 015	INSTALL PURCH INT: 2019 HVY TRUCKS (B)	13,000		13,515	16,000
995 016	INSTALL PURCH INT: 2020 HVY TRUCKS	26,000		24,241	27,000
995 017	INSTALL PURCH PRI: 2022 HVY TRUCKS	0		0	0
	TOTAL	\$2,409,100		\$ 2,316,782	\$ 2,415,000

Appendix F: Line-Item Expenditures - Reimbursable Road Projects

Dept. 770 - Reimbursable Road Projects				
This Budget Subcategory includes all contractual obligations for construction and heavy maintenance projects on primary and local roads. Also included are permit activities and township agreement work.				
This does not include labor and equipment which are included in other Department budgets.				
Account	Description	BUDGET	Actual Expenditures 10/31/2021	2021 Anticipated Expenditures
727	POSTAGE	\$ 1,000	0	\$ 1,000
729	ENGINEERING SUPPLIES	3,000	267	3,000
732	TRAFFIC CONTROL SUPPLIES	648,000	121,843	273,000
735	MISCELLANEOUS SUPPLIES	3,000	2,261	3,000
740 001	EQUIPMENT PARTS EXPENSE	0	547	1,000
761	GRAVEL	49,000	426	49,000
762	COLD PATCH	8,000	131	8,000
765	ASPHALT	1,500,000	1,395,334	1,500,000
766	BRINE	640,000	631,717	652,000
767	CULVERT	71,000	24,109	71,000
768	SIGNS	4,000	6,957	8,000
769	GUARDRAIL	65,000	0	29,000
770	POSTS	3,000	4,784	6,000
771	LIMESTONE	94,000	24,421	94,000
772	SIGNAL PARTS	5,000	10,698	13,000
773	MISC SLAG/STONE	599,000	503,575	589,000
774	DRAINAGE ITEMS/CEMENT	7,000	2,095	7,000
790	SMALL ROAD TOOLS	5,000	55	5,000
801	CONTRACTUAL SERVICES	26,776,000	20,530,969	27,612,000
802 001	ENGRG SERVICES: CONSTR ENGRG	1,215,000	518,627	1,019,000
802 002	ENGRG SERVICES: ROW	150,000	148,458	189,000
802 003	ENGRG SERVICES: DESIGN	329,000	324,047	374,000
802 004	ENGRG SERVICES: TESTING	150,000	253,791	304,000
802 005	PLANNING	120,000	22,776	73,000
803	LEGAL SERVICES	75,000	28,471	53,000
851	COMMUNICATIONS: CELL PHONE/TEL	350	0	0
874 001	ADVERTISING	2,000	0	2,000
874 002	PRINTING EXPENSE	500	0	0
890	CLAIMS PAID	500	0	0
921	UTILITIES: SIGNAL ENERGY	3,000	1,361	4,000
931	REPAIRS/MAINT: BUILDINGS	0	0	0
939	EQUIPMENT REPAIRS	0	0	0
941 003	EQUIPMENT RENTAL - NONROAD	50,000	23,731	42,000
944	BRINEWELL REGISTRATION FEE	500	0	0
960	COUNTY DRAIN ASSESSMENT	169,000	1,738	171,000
	TOTAL	\$ 32,745,850	\$ 24,583,188	\$ 33,188,000

Appendix G: Line-Item Expenditures - Capital Improvements

Dept. 790 - Capital Improvements					
This Budget Subcategory Category includes capital purchases.					
This does not include labor and equipment which are included in other Department budgets.					
				Actual Expenditures	2021
Account	Description	BUDGET		10/31/2021	Anticipated Expenditures
971	CAPITAL OUTLAY: LAND	\$ 50,000		0	\$ 50,000
974	CAPITAL OUTLAY: LAND IMPRVMTS	60,000		28,936	60,000
975	CAPITAL OUTLAY: BUILDINGS	163,400		123,986	169,000
976	CAPITAL OUTLAY: ROAD EQUIPMENT	4,138,000		3,198,978	4,136,000
977	CAPITAL OUTLAY: SHOP EQUIPMENT	40,000		39,400	39,000
978	CAPITAL OUTLAY: ENGRG EQUIPMENT	15,000		9,672	10,000
979	CAPITAL OUTLAY: YARD & STORAGE EQP	155,000		18,857	251,000
980	CAPITAL OUTLAY: OFFICE EQ/FURN	445,000		68,055	303,000
	TOTAL	\$ 5,066,400		\$ 3,487,884	\$ 5,018,000

Appendix H: Line-Item Expenditures - State Trunkline

Dept. 780 - State Trunkline Expenditures					
This Budget Subcategory includes all state trunkline expenditures.					
This does not include labor and equipment which are included in other Department budgets.					
				Actual Expenditures	2021
Account	Description	BUDGET		10/31/2021	Anticipated Expenditures
732	TRAFFIC CONTROL SUPPLIES	\$ 2,000		\$ 1,120	\$ 2,000
734	EMPLOYEE SAFETY SUPPLIES	1,000		585	1,000
735	MISCELLANEOUS SUPPLIES	1,000		781	1,000
761	GRAVEL	1,000		165	1,000
762	COLD PATCH	32,000		29,599	44,000
763	SAND	10,000		1,099	10,000
764	SALT	560,000		314,646	496,000
766	BRINE	10,000		5,014	10,000
767	CULVERT	5,000		0	5,000
768	SIGNS	1,000		98	1,000
769	GUARDRAIL	85,000		87,176	107,000
770	POSTS	1,000		154	1,000
771	LIMESTONE	56,000		52,049	82,000
772	SIGNAL PARTS	4,000		3,759	5,000
773	MISC SLAG/STONE	1,000		211	1,000
774	DRAINAGE ITEMS/CEMENT	1,000		746	2,000
801	CONTRACTUAL SERVICES	3,260,000		3,347,829	4,848,000
802 001	ENGRG SERVICES: CONSTR ENGRG	405,000		495,910	516,000
802 003	ENGRG SERVICES: DESIGN	171,000		142,848	163,000
882	INSURANCE: LIABILITY	35,000		19,435	19,000
921	UTILITIES: SIGNAL ENERGY	6,000		3,656	6,000
931	REPAIRS/MAINT: BUILDINGS	0		240	0
932	REPAIRS/MAINT: YARD & STORAGE	0		0	1,000
941 003	EQUIPMENT RENTAL - NONROAD	40,000		41,381	56,000
	TOTAL	\$4,688,000		\$ 4,548,501	\$ 6,375,000

Appendix I: 2021 Federal/State Aid Project List

				Federal/State Grants			Contributions from Others			WCRC Expenditures			Total Cost
Primary Road Projects				Contracted Construction	Consultant Services	WCRC Staff	Contracted Construction	Consultant Services	WCRC Staff	Contracted Construction	Consultant Services	WCRC Staff	
Project Location	Township	Type of Project	Status										
Bemis Rd between Platt Rd and Carpenter Rd	Pittsfield, York	Resurfacing	Const.	\$ 589						\$ 147	\$ 15	\$ 75	\$ 826
Bridge Rd Bridge, over the Huron River	Ypsilanti	Bridge rehabilitation	Const.	\$ 300						\$ 16	\$ 25	\$ 10	\$ 351
Currie Rd at 8 Mile Rd	Salem	Intersection improvement - roundabout	Design, ROW							\$ 75		\$ 10	\$ 85
Dennison Rd Bridge, over Saline River	York	Bridge replacement	Const.	\$ 1,520						\$ 80	\$ 100	\$ 40	\$ 1,740
Dexter Townhall Rd between Island Lake Rd and N. Territorial Rd	Dexter	Safety	Design, ROW	\$ -						\$ -	\$ -	\$ 30	\$ 30
Dixboro Rd at Plymouth Rd	Ann Arbor	Intersection improvement - turn lane	Const.	\$ 240						\$ 201	\$ 15	\$ 30	\$ 486
Dixboro Rd between Matthei Botanical Gardens and Plymouth Rd	Ann Arbor	Non-motorized - Phase 2	Const.	\$ 727			\$ 277	\$ 150	\$ 50				\$ 1,204
Ford Rd between Plymouth Rd and M-153	Superior	Resurfacing	Const.	\$ 760						\$ 190	\$ 20	\$ 85	\$ 1,055
Geddes Rd Bridge, over Fowler Creek	Superior	Bridge replacement	Const.	\$ 950						\$ 50	\$ 80	\$ 25	\$ 1,105
Hewitt Rd, at Harding Ave	Ypsilanti	Safety - pedestrian improvement	Const. (Carryover)	\$ 291			\$ 29	\$ 15	\$ 30				\$ 365
Huron River Dr between Delhi Metropark and Wagner Rd	Scio	Non-motorized - Segment D4	Design, ROW					\$ 100	\$ 25				\$ 125
Huron River Dr between Zeeb Rd and Delhi Metropark	Scio	Non-motorized - Segment D3	Design, ROW	\$ -			\$ -	\$ 50	\$ 25				\$ 75
Jackson Rd between Fletcher Rd and Wagner Rd	Scio	Traffic signal interconnect	Const.	\$ 1,274							\$ 50	\$ 75	\$ 1,399
Jackson Rd between Steinbach Rd and Parker Rd	Lima	Resurfacing	Const.	\$ 304		\$ 30				\$ 76	\$ 10	\$ 10	\$ 430
Mast Rd Bridge, over Huron River	Webster	Bridge rehabilitation	Const.	\$ 285						\$ 15	\$ 25	\$ 10	\$ 335
Packard Rd between Carpenter Rd and Golfside Rd	Pittsfield	Resurfacing	Const.	\$ 640						\$ 160	\$ 20	\$ 85	\$ 905
Platt Rd between Wall Park and Michigan Ave	Pittsfield, York	Non-motorized - Phase 2	Design, ROW	\$ -			\$ -	\$ 50	\$ 25				\$ 75
Plymouth Rd between M-153 and Curtis Rd	Superior	Resurfacing	Const.	\$ 360		\$ 36				\$ 90	\$ 10	\$ 14	\$ 510
Pontiac Tr at N. Territorial Rd	Salem	Intersection improvement - roundabout	Design, ROW							\$ 175	\$ 125	\$ 50	\$ 350
Prospect Rd between Clark Rd and Geddes Rd	Superior	Non-motorized	Const.	\$ 429			\$ 186	\$ 60	\$ 40				\$ 715
US-12 between I-94 and Wiard Rd	Ypsilanti	Reconstruction	Const. - Carryover	\$ 5,500	\$ 500	\$ 50							\$ 6,050
Wagner Rd (north) between Liberty Rd and Huron River Dr	Scio	Safety	Const.	\$ 384						\$ 43	\$ 10	\$ 40	\$ 477
Wagner Rd (south) between Liberty Rd and Ann Arbor-Saline Rd	Lodi	Safety	Const.	\$ 598						\$ 192	\$ 15	\$ 80	\$ 885
Whittaker Rd between Arkona Rd and Willow Rd	Augusta	Resurfacing	Const.	\$ 200		\$ 20				\$ 50	\$ 10	\$ 10	\$ 290
Wiard Rd between I-94 and Airport Dr	Ypsilanti	Resurfacing	Const.	\$ 769						\$ 192	\$ 30	\$ 70	\$ 1,061
Primary Road Total				\$ 16,120	\$ 500	\$ 136	\$ 492	\$ 425	\$ 195	\$ 1,752	\$ 560	\$ 749	\$ 20,929
Grand Total				\$ 16,120	\$ 500	\$ 136	\$ 492	\$ 425	\$ 195	\$ 1,752	\$ 560	\$ 749	\$ 20,929

Appendix J: 2021 Non-Federal/State Aid Project List

				Contributions from Others			WCRC Expenditures			Total Cost
Primary Road Projects				Contracted Construction	Consultant Services and Materials	WCRC Staff	Contracted Construction	Consultant Services and Materials	WCRC Staff	
Project Location	Township	Type of Project	Status							
Bemis Rd at Carpenter Rd	Pittsfield, York	Intersection improvement - traffic signal	Const.	\$ 300			\$ 300	\$ 110	\$ 75	\$ 785
Ellsworth Rd between Lohr Rd and Oak Valley Dr	Pittsfield	Resurfacing	Const.				\$ 177		\$ 5	\$ 182
Liberty Rd at Zeeb Rd	Scio	Intersection improvement - roundabout	Design & ROW	\$ -			\$ -	\$ 25	\$ 25	\$ 50
Lohr Rd at Textile Rd	Pittsfield	Intersection improvement - traffic signal	Const.	\$ 140	\$ -	\$ 5	\$ 190	\$ 20	\$ 5	\$ 360
Maple Rd at Textile Rd	Pittsfield	Intersection improvement - traffic signal	Const.	\$ 150	\$ -	\$ 5	\$ 125	\$ 20	\$ 5	\$ 305
McCrone Rd over the Conde and Paine Drain	Augusta	Culvert replacement	Const.				\$ 100		\$ 25	\$ 125
Miller Rd between the Honey Creek and Wagner Rd	Scio	Resurfacing	Const. (Carryover)				\$ 200		\$ 10	\$ 210
Oak Valley Dr at Ann Arbor-Saline Rd	Pittsfield	Intersection improvement - traffic signal & turn lanes	Const. (Carryover)	\$ 755	\$ 45	\$ 45				\$ 845
Zeeb Rd between Pleasant Lake Rd and Ellsworth Rd	Lodi	Pave gravel road	Const.	\$ 400			\$ 1,300	\$ 30	\$ 75	\$ 1,805
County-wide Pavement Marking Program	County-wide	Pavement Marking Program	Const.				\$ 275		\$ 15	\$ 290
TBD	County-wide	Culvert Replacement Program	Const.				\$ 550		\$ 50	\$ 600
TBD	County-wide	Guardrail Program	Const.				\$ 140		\$ 20	\$ 160
TBD	County-wide	Non-motorized improvements	Const.				\$ 450		\$ 50	\$ 500
Judd Rd, Miller Rd	Scio, York	Overlay Program	Const.				\$ 420		\$ 22	\$ 442
Parker Rd, Grass Lake Rd, Mooreville Rd	Bridgewater, Freedom, Lodi, Saline, Sharon, York	Limestone/Gravel Program	Const.					\$ 885	\$ 416	\$ 1,301
Willow Rd, Platt Rd, Saline-Milan Rd, Stony Creek Rd, Mooreville Rd, Dennison Rd, Jordan Rd, Hack Rd, Herman Rd, Jackson Ave, Baker Rd, Wagner Rd, Wagner Rd, Joy Rd, Dixboro Rd, Dixboro Rd, Prospect Rd, Whittaker Rd, McGregor Rd, Angle Rd, 7 Mile Rd, 8 Mile Rd, Whitmore Lake Rd, 6 Mile Rd, Main St, Eight Mile Rd	Augusta, Ann Arbor, Lima, Lodi, Manchester, Northfield, Pittsfield, Salem, Saline, Scio, Superior, Webster, York, Ypsilanti	Sealcoat and Crack Sealing Program	Const.					\$ 1,002	\$ 498	\$ 1,500
Ellsworth Rd, Geddes Rd, Maple Rd, Miller Rd, Packard Rd, Pleasant Lake Rd, Sharon Hollow Rd	Freedom, Lodi, Pittsfield, Scio, Ypsilanti	County Millage Overlay Program	Const.	\$ 2,707		\$ 65	\$ 295			\$ 3,067
8 Mile Rd, Arkona Rd, Austin Rd, Crane Rd, Dexter-Ann Arbor Rd, Goodrich Rd, Moon Rd, N. Territorial Rd, Pontiac Tr, Prospect Rd, Ridge Rd, Saline-Milan Rd, Stony Creek Rd, Textile Rd, Whittaker Rd, Willis Rd	Augusta, Bridgewater, Dexter, Lyndon, Manchester, Pittsfield, Ypsilanti, Salem Saline, Scio, Superior, York	County Millage Sealcoat Program	Const.		\$ 863	\$ 432		\$ 404	\$ 201	\$ 1,900
Primary Road Total				\$ 4,452	\$ 908	\$ 552	\$ 4,522	\$ 2,496	\$ 1,498	\$ 14,427

Appendix J: 2021 Non-Federal/State Aid Project List

Local Road Projects				Contributions from Others			WCRC Expenditures			Total Cost
				Contracted Construction	Consultant Services and Materials	WCRC Staff	Contracted Construction	Consultant Services and Materials	WCRC Staff	
Project Location	Township	Type of Project	Status							
East Delhi Rd Bridge over the Huron River	Scio	Bridge rehabilitation & painting	Const	\$ 30			\$ 100	\$ 20	\$ 10	\$ 160
Hitchingham Rd over the Stony Creek Drain	Augusta	Culvert replacement	Const		\$ 15	\$ 53		\$ 15	\$ 53	\$ 136
Maple Rd / Foster Rd Bridge over the Huron River	Ann Arbor	Bridge rehabilitation & painting	Const	\$ 50			\$ 371	\$ 50	\$ 10	\$ 481
County-wide Pavement Marking Program	County-wide	Pavement Marking Program	Const					\$ 41	\$ 2	\$ 43
TBD	County-wide	Culvert Replacement Program	Const	\$ 50	\$ 25	\$ 25	\$ 50	\$ 25	\$ 25	\$ 200
TBD	County-wide	Guardrail Program	Const				\$ 60		\$ 5	\$ 65
TBD	County-wide	Traffic calming	Const		\$ 75	\$ 25				\$ 100
TBD	County-wide	Sealcoat	Const					\$ -	\$ -	\$ -
TBD	County-wide	Township Matching Drainage	Const		\$ 50	\$ 150		\$ 50	\$ 150	\$ 400
TBD	County-wide	Township Matching Program	Const		\$ 3,050	\$ 2,251		\$ 385	\$ 715	\$ 6,400
Various SADs	County-wide	Resurfacing	Const	\$ -		\$ -				\$ -
Local Road Total				\$ 130	\$ 3,215	\$ 2,504	\$ 581	\$ 586	\$ 970	\$ 7,985
Grand Total				\$ 4,582	\$ 4,123	\$ 3,056	\$ 5,103	\$ 3,082	\$ 2,467	\$ 22,412

Appendix K: 2021 Road and Bridge Projects Map

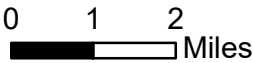


2021 Road & Bridge Improvement Projects

Legend - Project Type

- XXX Millage Project
- Mill/Overlay
- Pulverize/Overlay or Reconstruct
- Chipseal
- Limestone Overlay
- Non-Motorized Path
- Safety Project (sign upgrades & curve enhancement)
- Bridge/Culvert Project
- Intersection Project
- Safety Project

Printed: April, 2021



Appendix L: Equipment Purchases List

Type	Qty	Unit Price (000's)	Total Cost (000's)	Status
Heavy Truck	4	\$ 284	\$ 1,136	Expected delivery in December
Sign Truck Upfitting	1	\$ 137	\$ 137	Acquired
Grader	2	\$ 451	\$ 451	Acquired
Grader	1	\$ 172	\$ 172	Expected delivery in December
Loader	2	\$ 464	\$ 464	Acquired
Gradall	1	\$ 422	\$ 422	Acquired
Distributor	1	\$ 292	\$ 292	Acquired
Forestry Truck	1	\$ 183	\$ 183	Acquired
Pickup	5	\$ 125	\$ 125	Expected delivery in December
Pickup	1	\$ 38	\$ 38	Acquired
Service Body	1	\$ 18	\$ 18	Acquired
Roller	1	\$ 137	\$ 137	Acquired
Roller	1	\$ 133	\$ 133	Acquired
Wood Chipper (gas)	1	\$ 47	\$ 47	Acquired
Wood Chipper (diesel)	2	\$ 72	\$ 144	Expected delivery in December
Tractor Boom Mower	1	\$ 148	\$ 148	Acquired
Forklift	2	\$ 20	\$ 40	Acquired
Forklift	1	\$ 10	\$ 10	Acquired
Limb Shear	1	\$ 14	\$ 14	Acquired
Total		\$	4,111	

Appendix M: Facility Projects List

Location	Improvement	Total Cost (000's)	Status
All Yards	Upgrade FuelMaster software	\$ 55	Completed
Chelsea Yard	Construct block bins for materials	\$ 50	2022
Chelsea Yard	Replace lockers	\$ 4	Completed
Chelsea Yard	Replace windows	\$ 25	Completed
Kaiser Brine Well	Replace wellhead & bridal	\$ 15	Nov/Dec
Main Yard	Install north and south entrance awnings	\$ 18	Completed
Main Yard	Replace admin bldg 2nd floor boiler	\$ 20	Completed
Main Yard	Replace admin bldg basement sump pump	\$ 5	Completed
Main Yard	Pavement resurfacing & sealcoating	\$ 115	Completed
Main Yard	Security upgrades	\$ 50	2022
Manchester Yard	Repair roof	\$ 8	2022
Manchester Yard	Replace lockers	\$ 4	Completed
Manchester Yard	Replace windows	\$ 25	Completed
SESC	Install circulation pump	\$ 10	Completed
SESC	Install cold storage racking	\$ 14	Completed
SESC	Install eyewash station	\$ 2	Completed
SESC	Install tool crib	\$ 4	Completed
SESC	Regrade/connect down spouts into storm drain	\$ 20	Completed
SESC	Repair concrete curb	\$ 30	Completed
SESC	Repair roof on parking garage, cold storage	\$ 20	Completed
SESC	Repair siding on salt barn	\$ 20	Completed
SESC	Replace breakroom furniture	\$ 5	Completed
SESC	Replace gate operators	\$ 8	Completed
SESC	Replace lockers	\$ 17	Completed

Total \$ 544