

An Overview of The Washtenaw County Road Commission

October 2019



Submitted by:

Sheryl Soderholm Siddall, P.E.

Managing Director

Dear County Commissioners,

Road work is messy and complicated. Here at the Washtenaw County Road Commission, we are your local road experts.

Many of us have trained our entire careers to build, maintain and preserve the road system that is so vital to Washtenaw County. We have the training required and conduct the necessary research to apply the best fix at the best time for our infrastructure. We see the big picture and attempt to balance that against the desires of individuals. We regularly make tough decisions that may not be politically popular but that are the right thing to do. We engage with the public on a daily basis and have made significant improvements in how we do so. We take thousands of service requests each year and work to resolve them as quickly as possible. All of this work is difficult to quantify and that is why we have put together this report.

This report offers an overview of the many components that make up the Washtenaw County Road Commission. As you will see, we do this work under the careful oversight of three road commissioners, who help to guide the organization through complex and difficult decisions in a responsible and measured manner. Our current road commissioners come from a variety of professional backgrounds and call different parts of the county home. They conduct road commission business throughout the year and have become subject matter experts.

The employees of the road commission also have difficult jobs. They are tasked with performing very public-facing tasks that can often put them in harm's way, all while trying to maintain a system that has been underfunded for decades. They choose to do this work because it is necessary, it benefits their communities and they want to help. I am very proud of the work we do, and I want you to understand how vital our work is to the community.

As you will also see in this report, management of a county road system takes many partnerships. One of our most important partnerships is with the 20 townships of Washtenaw County. Townships and road commissions have been linked since the very beginning of roads. So far, five townships have passed resolutions expressing their support of the road commission's current structure and others have indicated their intent to speak at the public hearings. I ask that you take their wishes into consideration when deciding on our future governance structure.

I know you have a difficult decision to make over the next few weeks. I ask that you consider the full breadth of what we do at WCRC. Your decision will not only impact the lives of our commissioners and employees but also the traveling public of Washtenaw County. I hope that you understand the gravity of this review process and ultimate decision. While we know there is always room for improvement, we believe our current system of governance best serves the people of Washtenaw County.

Please let me know if you have any additional questions. Thank you for your thoughtful consideration.

Sincerely,

Sheryl Soderholm Siddall, P.E.

Managing Director

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Definitions

Centerline mile: Is a measurement of road distance based on the center of the road, does not take number of lanes in any direction into consideration.

Lane miles: The number of miles of road going in one direction on any given road.

Centerline miles of roadway x number of lanes = lane miles

Local collector road: A roadway with the main function of connecting homes and business to county primary roads or state trunklines.

Local subdivision road: A roadway with the main function of providing access to and from adjacent properties within a subdivision or business park.

Prima facie speed limit: Latin for “on the face of it”, is the speed limit under most conditions and is defined in state law. Where no speed limit is posted, the prima facie speed limit on a residential subdivision street or a street in a business district is 25 mph. On county roads, if no speed limit is posted, prima facie speed limit is 55 mph.

Primary road: The backbone of the county road system. Primary roads connect communities and local roads often to state trunklines. Washtenaw County examples: Washtenaw Avenue, Austin Road, Carpenter Road, State Road, Jackson Avenue.

Roadway: That portion of a road improved, designed or ordinarily used for vehicular travel exclusive of the berm or shoulder.

State Trunkline: Roads in which the Michigan Department of Transportation is responsible for the direction, supervision, control and costs of maintenance, construction and improvements to the roadway. Consists of roads, streets, and highways, found both inside and outside limits of incorporated cities and villages. Washtenaw County examples: I-94, US-12, M-14, M-52, etc.

WCRC's Structure

Michiganers have underfunded infrastructure, including roads, for many decades. Throughout these difficult financial times, the Washtenaw County Board of County Road Commissioners (WCRC Board) has made solid, strategic decisions to invest in the Washtenaw County road system, staff, equipment and facilities in a manner that balances working within budget limitations, meeting statutory requirements and still reflecting the priorities of Washtenaw County residents.

The Washtenaw County Road Commission (WCRC) was established by Washtenaw County voters on April 7, 1919. For more than 100 years, WCRC has served the people of Washtenaw County through difficult financial times, dramatic population growth, national and local crises to provide a safe and efficient system of roadways for the traveling public.

In the early 20 century, state law allowed Michigan counties to establish road commissions by a public referendum. Road commissions were founded as independent agencies, separate from county or township government. This independence was built in to help minimize political influence in what are apolitical decisions about infrastructure. Once approved, road commissioners would either be appointed by the county board of commissioners or elected by the county population. Today, WCRC is responsible for maintaining 1,652 miles of roads, 122 bridges and more than 2,400 culverts. County roads in Washtenaw County vary from multi-lane, concrete boulevards with curb and gutter, enclosed storm sewer and sophisticated traffic signals in the urban areas near Ann Arbor and Ypsilanti, to two-lane, gravel country roads in rural areas in the western part of the county. Portions of eastern Washtenaw County also remain undeveloped but there is increasing traffic being generated by their neighbors in fast-growing Canton, Plymouth and Northville Townships as well as the South Lyon area and that traffic is traveling through and on Washtenaw County roads.



In addition, WCRC maintains 598 lane miles of state trunkline roads on behalf of the Michigan Department of Transportation (MDOT).



WCRC Board of County Road Commissioners

The WCRC Board is made up of three members appointed by the Washtenaw County Board of Commissioners (Washtenaw BOC). Road commissioners are appointed to six-year, staggered terms. All terms begin January 1 of odd-numbered years. The Washtenaw BOC establishes compensation and benefits of road commissioners. Each of the current road commissioners is paid \$10,500 annually.

The current WCRC Board is comprised of:

- *Chair*: Douglas Fuller¹, Commissioner D. Fuller, of Scio Township, was first appointed to the board in 2009, was most recently reappointed in 2019 and his current term expires in 2024.
- *Vice-Chair*: Barbara Ryan Fuller, Commissioner B. Fuller, of Sharon Township, was first appointed to the board in 2014 to fulfill the remaining term of Commissioner Ken Schwartz and her current term expires in 2022.
- *Member*: Rodrick Green, Commissioner Green, of Superior Township, was appointed in 2018 to fulfill the remaining term of Commissioner William McFarlane, who retired from the WCRC Board in 2018. Commissioner Green's current term expires in 2020.

Road commissioners across the state have the responsibility to guide their organizations through development of policy and by performing statutory duties. Typical policies involve personnel, philosophies for project and budget priorities, and managing the public road right-of-way. In addition, road commission boards hire and supervise a managing director, approve the overall number of employees, adopt an annual budget, act on bid recommendations and authorize the purchase of equipment and facilities.

The WCRC Board meets on the first and third Tuesday of each month. In addition, the board holds monthly working sessions on the third Tuesday of the month to educate themselves and discuss relevant topics. With a relatively frequent meeting schedule, the board can make well-informed decisions in a timely manner to provide the best service possible.

While often coming from diverse backgrounds, road commissioners, with the help of colleagues and road commission employees, quickly become subject-matter experts on road-related issues. They must also stay up-to-date on best practices, emerging technologies and other matters of relevance to WCRC. This expertise allows them to review, revise and ultimately approve nearly 500 resolutions annually. Resolutions can vary in subject from contract acceptance to purchase authorizations to right-of-way permit variance requests.

The Washtenaw BOC has also appointed a county commissioner to serve as a liaison to the WCRC Board. Commissioner Ruth Ann Jamnick (District 5) is the current liaison and has served in that role since 2015.

¹ There is no familial relation between Commissioner D. Fuller and Commissioner B. Fuller

2014 Review of WCRC Structure

In accordance with current state law, county boards of commissioners may transfer the powers, duties and functions of an appointed board of county road commissioners to the county board of commissioners. The ability to transfer responsibilities currently expires on January 1, 2020.

In 2013/2014, the Washtenaw BOC set up a subcommittee to explore organizational options for WCRC. This subcommittee comprised four county commissioners and three township supervisors:

1. Commissioner Alicia Ping/Chair – District 3
2. Commissioner Conan Smith – District 9
3. Commissioner Dan Smith – District 2
4. Commissioner Roland Sizemore – District 5
5. Supervisor Pat Kelly – Dexter Township
6. Supervisor Ken Schwartz – Superior Township
7. Supervisor John Stanowski – York Township

After five months of information gathering, public meetings and deliberation, the subcommittee recommended, and the Washtenaw BOC adopted, a resolution that the powers and duties of WCRC will not be transferred to the county board of commissioners.

During the review process, several township boards passed resolutions or expressed their support of the current WCRC structure and their positive relationships with WCRC staff and board. Many members of the subcommittee gave serious consideration to the strong support from township officials to keep WCRC independent. For a detailed accounting of the 2014 decision, see Appendix A.

As part of the 2013/2014 review, two areas for improvement were identified and WCRC has been working hard to make these improvements:

1. Lack of funding for roads
2. Improved communication with the public about road issues and projects

In 2014, the Washtenaw BOC established a Roads Funding Subcommittee tasked with researching short-term and long-term funding solutions to help resolve the road funding shortfalls. The subcommittee recommended and the Washtenaw BOC approved the use of PA 283 in 2015 and 2016, and then sought voter approval of a 4-year, 0.5-mil county road and non-motorized millage in 2016. WCRC has played an active role on the Roads Funding Subcommittee, Road Commissioner Green is currently the chair of the subcommittee. Currently the subcommittee is leading efforts to request a renewal and restoration of the roads and non-motorized millage in 2020.

In the area of communications, WCRC has also made great strides to provide more timely and relevant information to residents and elected officials. In 2015, WCRC created a communications manager position to manage this area.

For more information on WCRC's communication efforts, see page 14.

WCRC Staffing

WCRC employees are highly professional, well-trained and experienced. There are 134 authorized full-time employee (FTE) positions and WCRC currently employs 123 people. Employees are split between three departments – Operations, Engineering and Administration.

WCRC employees are dedicated public servants. Many of them were born and raised in Washtenaw County and are proud to serve their communities. WCRC employees come from all different backgrounds but all are dedicated to their communities; they are part-time volunteer firefighters, youth sports coaches, volunteers and advocates for the communities they love.

Normal work days are from 7 a.m. to 3:30 p.m., but many days are not normal. Michigan winters can be long and harsh. During winter storms, it is not uncommon for WCRC staff to work 16 hours a day for multiple days performing winter maintenance activities. These days typically start at 4 a.m., to beat the morning rush, and end at 8 p.m. This is often just enough time to go home, eat, climb in bed and start it all over again at 4 the next morning.

Summer is often just as busy. The construction season is short in Michigan and WCRC employees make the most of it. Whether it is a large road reconstruction project, bridge replacement, paving, chip sealing or limestone project, staff remain dedicated to providing a quality product in a cost-effective manner with the limited resources available. All this translates into long hours for WCRC employees. Many employees have missed birthdays, wedding anniversaries, holidays and other important family events in order to make the roads safe for travel.

Like many organizations, WCRC has seen quite a few employees retire recently, which creates a hardship in terms of experience. However, these are also opportunities to bring in new talent and explore ways of enhancing service delivery.

Washtenaw County snowplow driver rescues crash victim from car fire

Mlive.com, January 23, 2018

YPSILANTI, MI - As he was finishing up his snowplow route on an otherwise normal Thursday afternoon, Robert Brady's heart sank as he glanced down the road. Brady, a plow driver for the Washtenaw County Road Commission, was driving westbound on Washtenaw Avenue on Jan. 4 in Ypsilanti when he saw two cars, driving side-by-side, coming right at him.

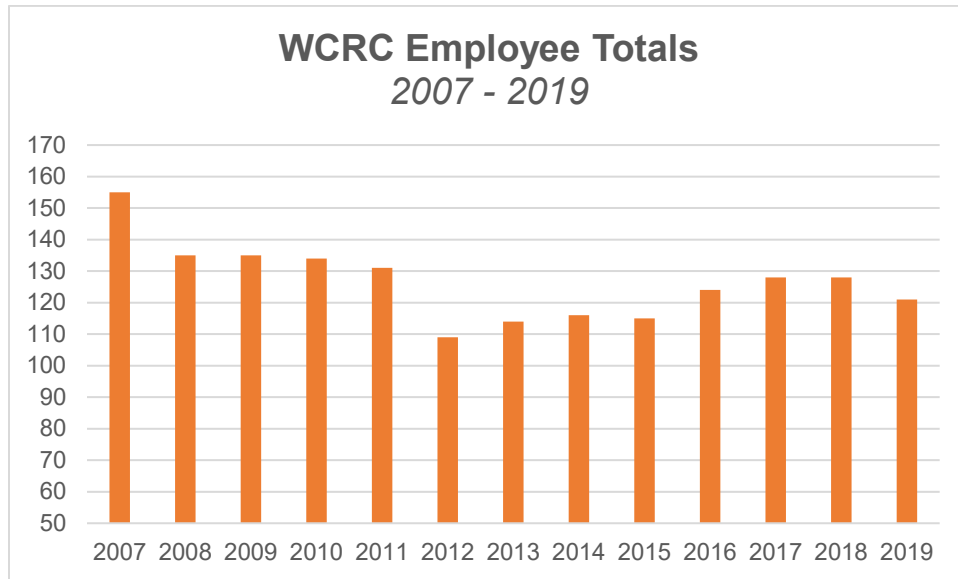
Brady, 31, of Dundee, slammed on his brakes and laid on the air horn as the cars got closer. Both vehicles veered around him at the last second and he watched them go past in his rearview mirrors. He then saw one vehicle, a pickup truck, hit a snow bank before landing on its side, Brady said. Brady, a former firefighter and paramedic, called 911 and his supervisor. He then saw flames ignite from the underside of the truck and he grabbed a fire extinguisher from his truck.

After putting out the flames, Brady used the extinguisher to break one of the windows and get in contact with the male victim. The man was responsive, and Brady stayed with him until Huron Valley Ambulance and police arrived to get him out. Brady believes the man was OK. He said his training from his past careers allowed him to stay calm and help the victim. "My first priority was to get that fire out and help get the man out," he said. "That's all the basic stuff they teach you with firefighting. The person's safety is always the top priority and I knew I had to help.

"I've always been the kind of person who helps out no matter the situation. That's why I sought a career in public safety and did it as long as I could."...

While staffing levels have varied, WCRC currently has 11 vacancies and typically, due to turnover and retirements, averages at least five open positions dependent upon workload and revenue.

Prior to the Great Recession, WCRC staffing was in excess of 150 FTEs. In order to meet the fiscal constraints at the time, the board reduced staffing to 109 FTEs through layoffs and attrition. The WCRC Board continues to review the number of authorized FTEs to ensure that the organization provides adequate service delivery while maintaining an affordable level of staffing.



WCRC also utilizes temporary help in the summer through interns and student workers. In 2019, WCRC employed six interns and five student workers. Students assisted each department in various activities ranging from conducting traffic counts, assisting in project inspection and traffic control.

For a detailed organizational chart, see Appendix B.

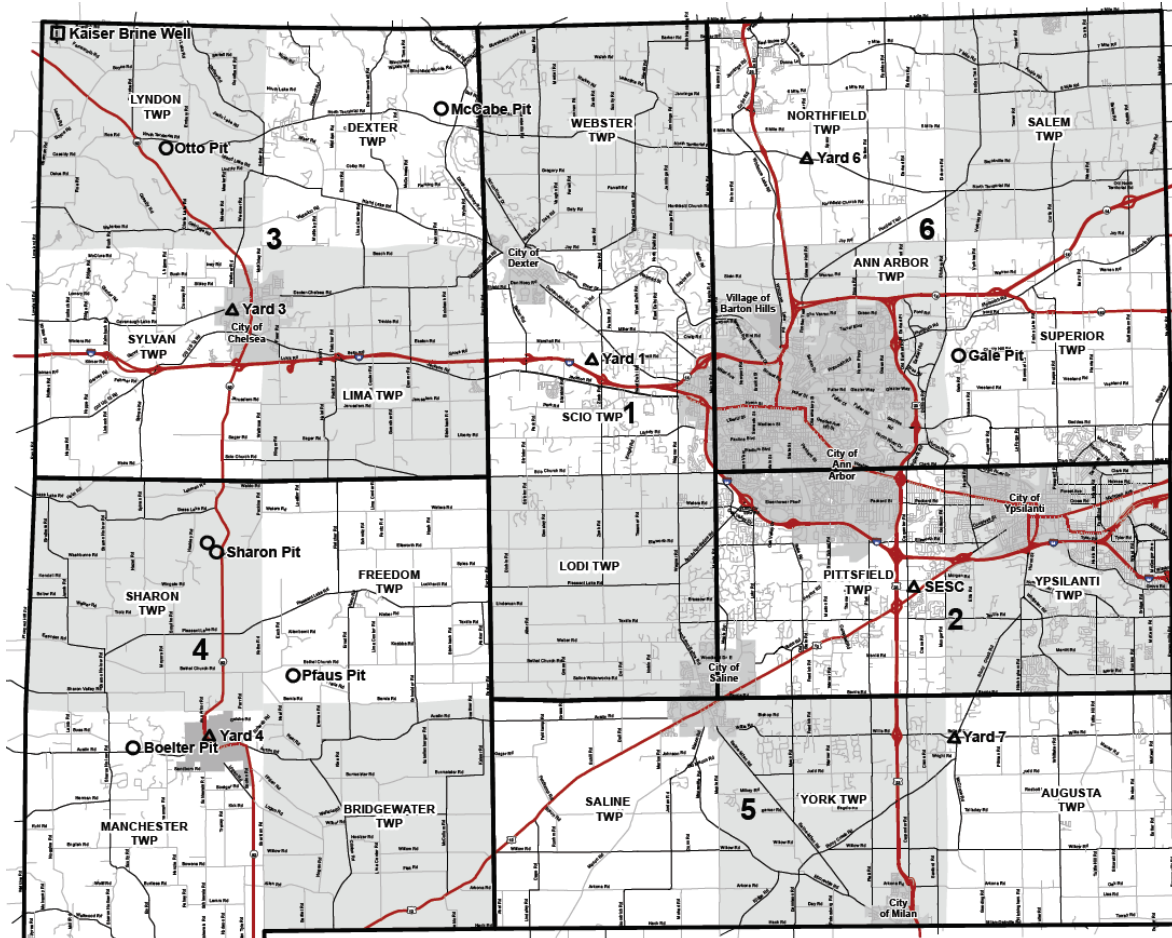


Operations Department

The Operations Department has 90 positions. The primary duty of the Operations Department is the maintenance of roads, roadsides, bridges, equipment and the facilities of WCRC. 74 of these positions are represented by the Technical, Professional and Office Workers Association of Michigan (TPOAM).

The Operations Department is comprised of:

- 8 crews responsible for routine, heavy 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
- Fleet maintenance personnel who ensure the readiness and repair of all vehicles and equipment
- Stockroom personnel to administer inventory control and procurement of goods and services
- Building and grounds personnel responsible for the maintenance and capital outlay of all facilities and properties to support safe and efficient operations
- Administrative staff who provide direction and support to all personnel within this group



County map showing how the six maintenance districts are divided. Each district has a maintenance crew and yard dedicated to its service.

Engineering Department

The Engineering Department is made up of 33 positions and is divided into three sections – permits, traffic & safety and design & construction. Six 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.



WCRC Engineers leading a project information meeting

The Traffic & Safety Section (T&S) is charged with maintaining approximately 33,000 signs and 190 signals (140 WCRC and 50 MDOT) across Washtenaw County. In addition, this section conducts traffic counts, safety studies and works closely with the Design & Construction Section.

The Design & Construction Section is responsible for designing and building various road and bridge projects utilizing federal, state and local funds.

Administration Department

The Administration Department consists of 11 positions and is divided into three sections—finance & IT, human resources and communications. These sections are responsible for providing ongoing support to other departments of WCRC as well as the WCRC Board. These areas include:

- A managing director hired by the WCRC Board
- An executive assistant who supports the WCRC Board and managing director with administrative activities
- Communications staff responsible for public service requests, media releases, social media, community outreach and various public relations
- Human resources staff who perform recruiting, hiring, employee relations, labor relations, benefits administration and training
- Finance staff who are responsible for planning, organizing, auditing, accounting for and managing WCRC finances
- IT personnel responsible for providing and maintaining the technical resources necessary to communicate, collaborate and automate routine tasks in daily WCRC work

Training

WCRC staff attend trainings throughout the year to stay on top of best practices, emerging technology, new statutory requirements and other topics that will improve the organization and the services that they deliver. Training topics range from heavy equipment operations, tree trimming and traffic control, to compliance with environmental regulations, supervisory skills and asset management.

Examples of recent trainings include:

- *Michigan Public Service Institute* - A three-year training program, which provides instruction designed expressly for public works supervisors, managers and directors. Learn more mipsi.org
- *Michigan's Local Technical Assistance Program* – A state-wide resource for road agencies that provides engineering training and support on road commission specific topics and the annual County Engineers Workshop. Learn more michiganltap.org
- *County Road Association of Michigan* – Michigan county road agencies' association that provides training and information sharing sessions between road agencies throughout the year. Trainings include Annual Highway Conference, County Engineers Workshop, Commissioners Workshop and much more. Learn more michigancountyroads.org
- *Superintendents Association of Michigan* – Celebrating its 45th year, a Michigan county road agencies' association of superintendents that provides an annual training seminar, quarterly regional council interactions, and network support for innovation, leadership, road and highway maintenance, fleet management, and goods and services.



Liability Coverage

One unique aspect of road commissions is that they are eligible for membership in two self-insurance pools:

- Michigan County Road Commission Self-Insurance Pool (MCRCSIP) – covers general liability, auto liability, employment practices, public officials' errors & omissions liability, employee fidelity & faithful performance, property and physical damage coverage
- County Road Association Self-Insurance Fund (CRASIF) – provides workers compensation insurance

WCRC has been a member of both organizations for many years. Road Commissioner D. Fuller currently serves on the board of MSCRSIP. At this time, membership in these organizations is limited to road commissions; road departments within a county government are not eligible.

Community Engagement

Over the past five years, WCRC has been working hard to improve its communications with the people of Washtenaw County, including elected officials, commuters, property owners and any others interested in the work done by WCRC.

Community engagement falls into four categories at WCRC:

1. General education
2. Individual request resolution (aka customer service)
3. Construction project communications
4. Community involvement

WCRC uses multiple platforms to provide the best service possible in each of these categories. WCRC has two staff members dedicated to communicating with the public – a communications manager (position created in 2015) and a customer relations representative (restructured to report to communications manager in 2015). In addition, all staff at WCRC are expected to serve as ambassadors for the organization in everything they do.

General Education

Infrastructure work isn't always easy to understand. WCRC strives to help the public better understand the functions of the road commission and what services are provided. General education is provided daily in the following manner:

- wcroads.org
- Facebook
- Twitter
- Phone calls – (734) 761-1500
- Emails

Individual Request Resolution

One of the most common ways WCRC engages with the public is related to individual road issue requests. *Example:* Resident notices a pothole on their commute and wants it fixed. There are five ways to notify WCRC of a concern about the road or roadside:

1. **Call (734) 761-1500** and speak with a representative. WCRC receives approximately 12,000 calls like this per year. If a caller reaches out to WCRC after regular business hours, they are directed to call WCRC's emergency answering service which is run by the Emergent Health, parent company of Huron Valley Ambulance.

In 2018, WCRC eliminated its initial phone tree during regular business hours, this change helps callers get to a real person faster during regular business hours.



WCRC employees at the 2018 Saline Community Fair

2. **Report the issue online** at wcroads.org/residents/report-an-issue. In 2016, WCRC launched a partnership with SeeClickFix to improve transparency and increase efficiency in resolving reported road issues.

WCRC staff manages thousands of requests via SeeClickFix each year. So far in 2019, WCRC has closed 4,440 requests with an average time to acknowledge of 1.9 days and an average time to close of seven days. The most common request type so far in 2019 has been for unpaved road maintenance. Once a request has been submitted, it is automatically routed to the appropriate WCRC staff person and the requestor has the option to track the progress of the request until it has been resolved.

3. **Report the issue on the WCRC Fix It App.** Available for both Apple and Android users, this app can be used to submit a request and track its resolution.
4. **Email** wcrc@wcroads.org
5. **Visit** [Facebook.com/WashtenawRoads](https://www.facebook.com/WashtenawRoads)



Construction Project Communications

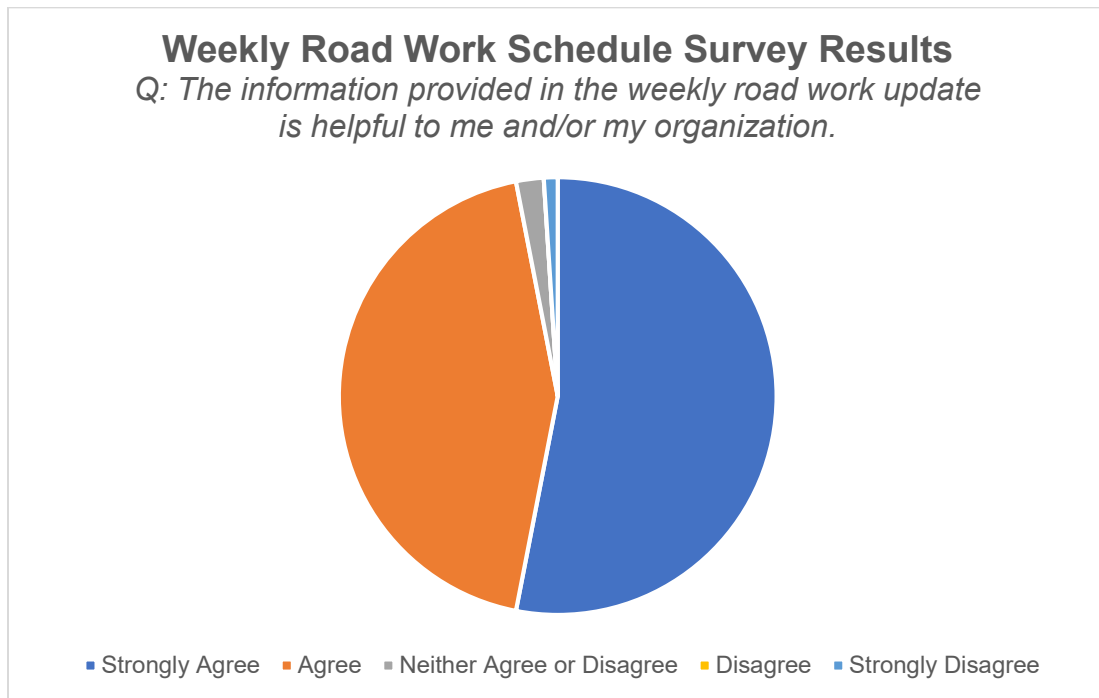
Road projects of all types can be disruptive to residents who live near them or commuters who must detour around them. Knowing the sensitivity around these projects, WCRC has been working hard to notify residents of planned work and engaging with them during the design process, depending on the scale of the project.

In 2018, WCRC created a Community Engagement Policy and Staff Procedure (See Appendix C) as a guide for communicating with the public on various projects. Both the policy and procedure were presented to the Washtenaw Board of County Commissioners in 2018. The 2019 construction season is the first year of its implementation.

Due to budget and staff limitations, WCRC primarily focuses on electronic communication channels for communicating with the public about projects. However, WCRC does partner, when appropriate, with townships to promote the information via their printed newsletter, postings in their offices, posts to township websites, and list serves. In addition, WCRC staff has built relationships with local media, for example, Mlive, WEMU, OnMainToday, The Sun Times News, Manchester Mirror etc., to help spread the message.

Here are all the ways WCRC communicates with the public about upcoming road work:

1. **Weekly Road Work Schedule** – a summary of upcoming road work that might cause delays to travelers. This schedule is posted to wcroads.org and emailed to subscribers (1,665 subscribers as of 10/11/19) every Thursday during the construction season (generally April – November). At the end of the 2018 construction season, WCRC sent out an electronic survey to subscribers of the weekly road work schedule. Overall, users were very pleased with the information. Efforts have been made in 2019 to improve the format and information presented in the weekly email based on feedback received from the survey.



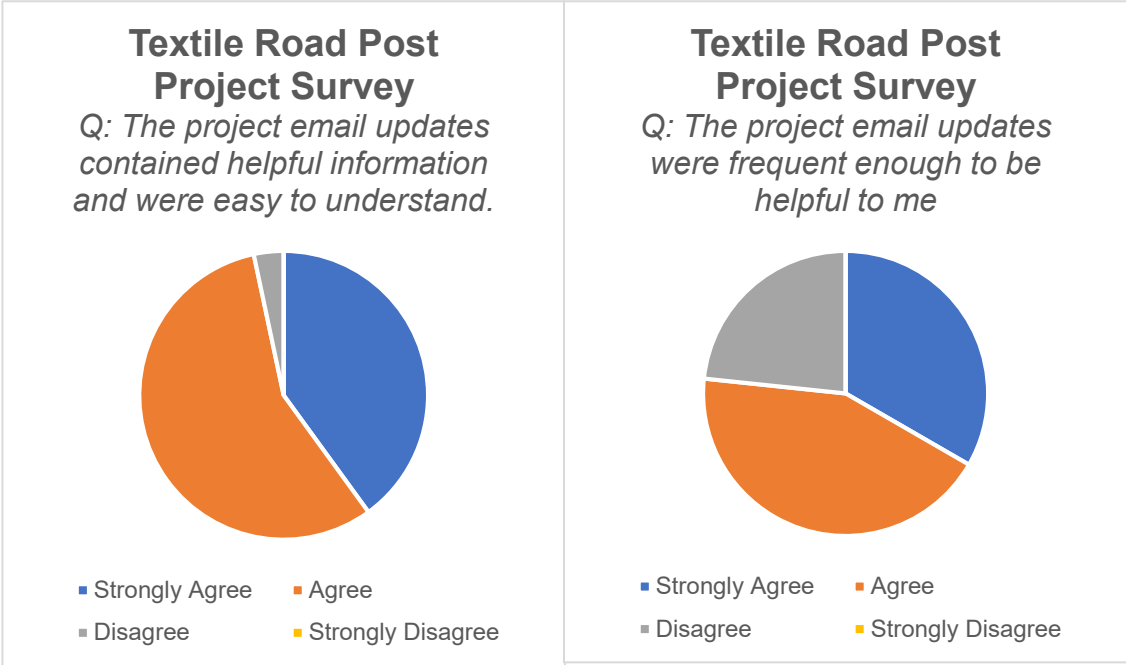
2. **Roadwork Advisories** – throughout the year, WCRC also posts and sends out roadwork advisories regarding planned road closures or lane restrictions. Anyone can sign up to receive these advisories and can select which townships they would like to receive roadwork advisories about. So far in 2019, WCRC has sent 129 roadwork advisories.
3. **Major Project Communications** – for projects designated as tier one projects, as defined in the Community Engagement Procedure, WCRC follows a process for notifying the public about the project and engaging the public in the design process whenever possible.
 - a. *Project Web Pages and Email Updates* – Every January, a project webpage is created for each tier one project planned in the coming construction season. In 2019, there are 13 tier one projects.

This project page is the central source for project information including start date, project scope and project manager’s contact information. Throughout the construction process updates are posted to this page outlining the project’s progress. In addition to the project page, anyone can subscribe to receive these project updates via email. So far in 2019, WCRC has sent 104 project update emails regarding the 13 tier one projects.

- b. *Project Information Meetings* – For tier one projects, WCRC holds at least one public information meeting for the public to provide feedback on the project designs and construction plan. Invitations to these meetings are sent by U.S. Mail to property owners directly impacted by the work. Meetings are also advertised on wcroads.org, emailed to project and township subscribers and posted on WCRC’s social media channels. WCRC has purchased digital sign boards that are displayed near the project area to help promote the upcoming work and related meeting to commuters.



- c. *Post Project Communication Survey* – Beginning in 2019, WCRC started to survey project update email subscribers about their experience with project communications. So far, the results have been very positive. See below for an excerpt from the Textile Road Paving Project survey results.



Community Involvement

WCRC also strives to be present across the county for community members to learn more about its work and meet staff face-to-face. Every year, WCRC participates in numerous community events, including the following so far in 2019:

Big Truck Events

- Model Early Childhood Center Big Truck Day (Lincoln Consolidated School District)
- Lincoln Bounce Back to Schools (Lincoln Consolidated School District)
- Manchester Community Fair Big Truck Event
- Rosie the Riveter Craft Show and Big Truck Event (Ypsilanti Township)
- Adventure Childcare Big Truck Day (Ypsilanti Township)
- Dexter Library Big Truck Event
- Superior Day (Superior Township)
- Saline Community Fair Big Truck Event
- Christian Montessori School Summer Camp Construction Week (Scio Township)
- South Lyon District Library Big Truck Event



Students from Lincoln Consolidated Schools learn about traffic signs and signals from WCRC staff.

Parades

- Manchester Community Fair Parade
- Chelsea Community Fair Parade

Paint-a-Plow Program

For the second year, WCRC has partnered with seven schools and one senior center to paint snow plows that will be used by WCRC during winter operations. This program allows students and seniors to see equipment up close and learn about WCRC's responsibilities from staff. This program is open to any school in the county and interested schools can apply at wcroads.org.

2019 Paint-a-Plow Schools and Centers

- Klager Elementary (Manchester Community Schools)
- Whitmore Lake Elementary
- South Meadows Elementary (Chelsea Community Schools)
- Milan High School
- Model Early Childhood Center (Lincoln Consolidated School District)
- St. Paul Lutheran School
- Creekside Intermediate (Dexter Community Schools)
- Saline Area Senior Center



Creekside Intermediate School's 2019 painted plow

Budget²

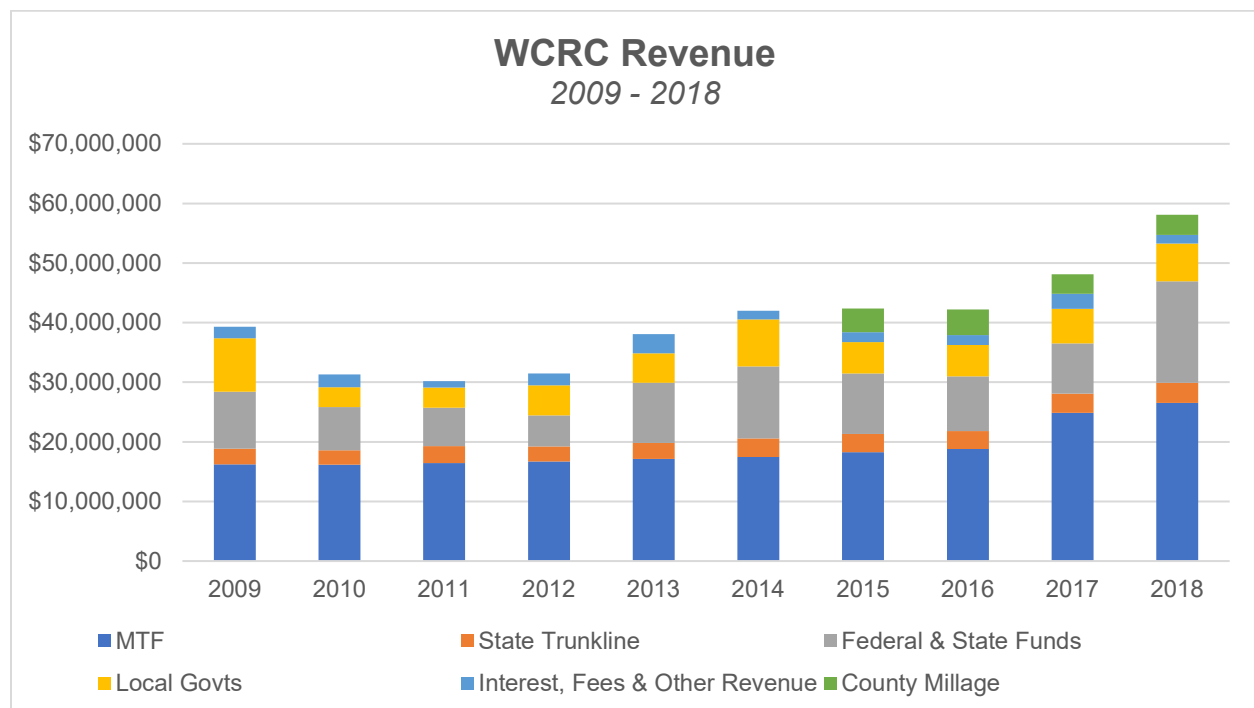
Revenues

There has been much discussion recently about the lack of funding and underinvestment in Michigan's road infrastructure. Michigan's roads are continually rated some of the worst in the nation and Washtenaw County was no different through the early 2000s. At the time, WCRC started exploring as many different funding opportunities as possible. From expanding the local road program in partnership with townships, to seeking additional grant opportunities and pursuing a countywide road millage, WCRC staff has been creative and aggressive in finding as many different revenue sources as possible to invest in Washtenaw County's roads and bridges.

A majority of the funding that WCRC receives is unique to road commissions and it can be a challenge to monitor and ensure that all sources of funds are properly received. An elaborate chart of accounts has been established to ensure that the money is accounted for correctly. All funding is subject to a thorough audit by an independent CPA firm as well as the State of Michigan Office of Commission Audit.

Types of Road Funding

Below is a breakdown of WCRC's revenues over the past 10 years. The major funding sources will be described in more detail throughout this section. Overall, revenue is trending up, which is a very good thing but, along with all Michigan road agencies, WCRC has a very large hole to get out of when it comes to infrastructure improvements.



² See Appendix D for WCRC's FY 2019 Second Quarter Budget

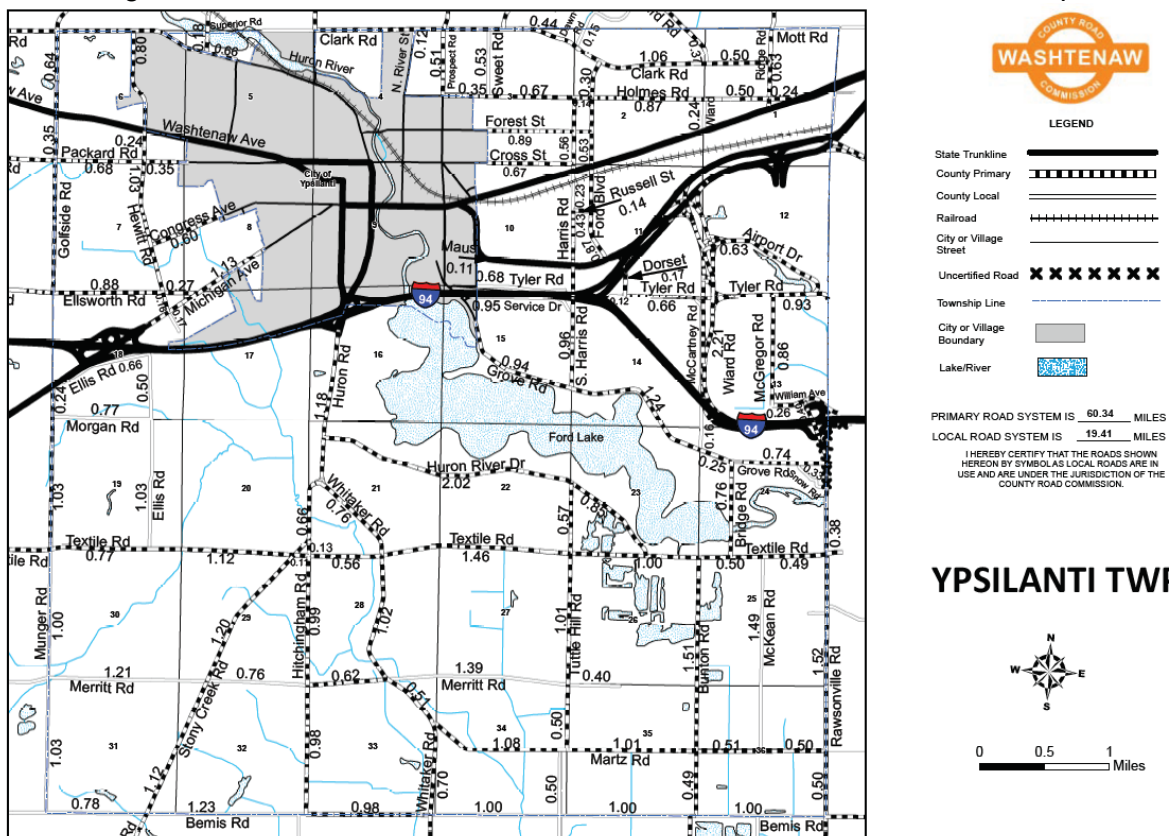
Michigan Transportation Funds

WCRC's primary source of funding comes from fuel tax and vehicle registration fees which are allocated through the Michigan Transportation Fund (MTF).

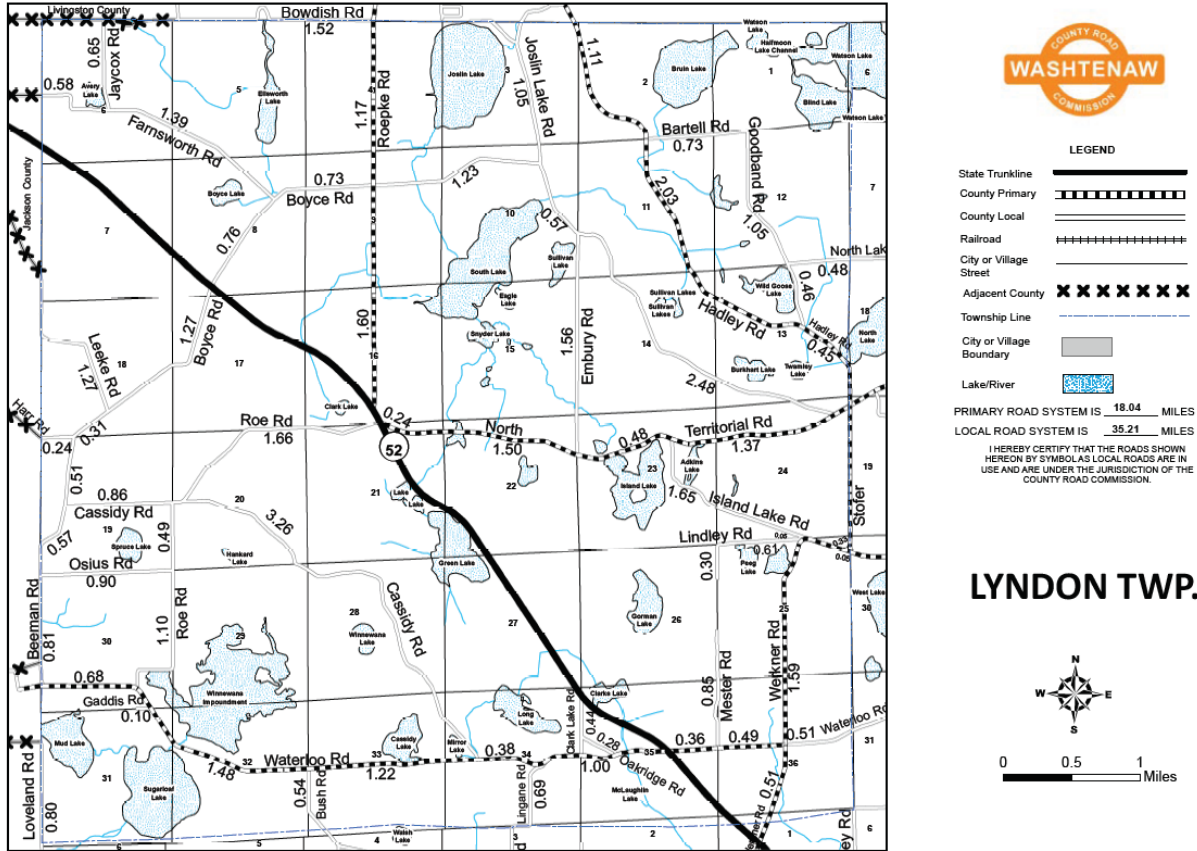
Distribution of MTF

MTF is distributed through a complex formula to transportation agencies including MDOT, county road agencies, cities and villages as well as public transit, rail, recreational travel and aeronautics. Under PA 51 of 1951, the portion of MTF that is allocated for roads and bridges is distributed approximately 39% to MDOT, 39% to county road agencies and 22% to cities/villages. Within the distribution formula for county road agencies, additional calculations are made based on rural vs. urban areas and primary vs. local roads, population and vehicle registration fees.

WCRC maintains 1,652 miles of roadway. These roads are broken down into county primary roads and county local roads. Primary roads are the major roads that connect communities to each other and to the state highway system. Examples of primary roads include North Territorial Road, Austin Road, Willis Road and Carpenter Road. Local roads can be further divided into local collector roads and subdivision roads. Local collector roads are those that connect residential and business areas to the primary road system. Local subdivision roads mostly service residents or businesses within subdivisions and business parks. Under current state law, any major improvements to a local road (for example resurfacing) must have at least 50% of its funding come from a source outside of the road commission, often the township.



The certification map for Ypsilanti Township, shows primary roads, local roads and state trunklines. All certification maps are posted to wcroads.org.



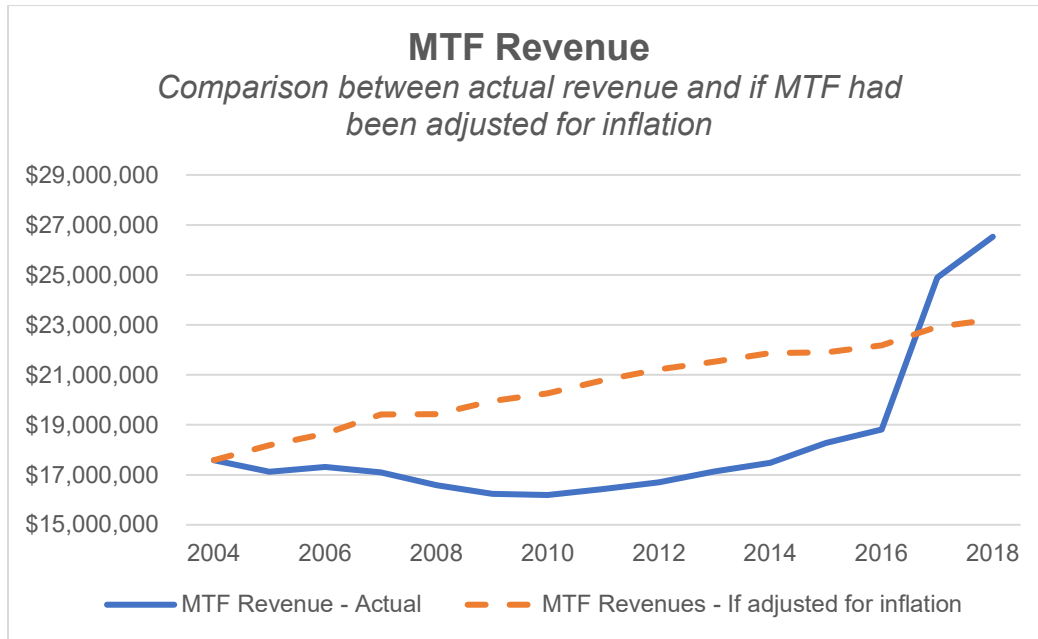
The certification map for Lyndon Township, shows primary roads, local roads and state trunklines. All certification maps are posted to wcroads.org.

Primary and local designations are determined by MDOT. These designations are critical since they play an important role in how much MTF WCRC receives. In 2018, WCRC received \$2,221 for each mile of rural primary road and \$2,438 for each mile of rural local road. In the urban areas, the amount increases to reflect additional traffic and lanes. The urban primary roads receive \$14,925 per mile and urban local roads receive \$4,555 per mile.

In addition to this part of the formula, WCRC receives funds from vehicle registration fees collected through the Secretary of State. Vehicle registration fees are distributed to county road agencies based the number of vehicles registered in each county.

Current State of MTF

MTF revenue remained relatively stagnant from 2009 to 2016. This resulted in a reduction of spending power, when compared to the consumer price index, since the cost of doing business continued to increase despite no increases in funding. According to Plante Moran, WCRC lost approximately \$35 million in purchasing power between 2004 and 2018 when MTF failed to even keep up with inflation.



After decades of underfunding and no increases at the state or federal level, the Michigan legislature passed a transportation funding package in 2015 that increased the gas tax and registration fees. This package was to be phased in over a 6-year period and will only reach the originally intended funding goal in 2021. Only half of the funding package comes from gas taxes and vehicle registration fees and is constitutionally protected; the other half assumes transfers by the Michigan legislature from the general fund to roads.

In 2017, WCRC started to receive increases in MTF from the 2015 gas tax and registration fee increase package. In addition, the legislature passed several one-time supplemental allocations, amounts ultimately allocated to WCRC varied from almost \$2 million under PA 82 to \$3.3 million under PA 207. While put to good use, one-time allocations make it difficult for most road agencies to plan and execute projects in a comprehensive and cost-effective manner.

Federal and State Funds

WCRC receives federal and state monies that are programmed through an extensive planning process. Traditional federal funds can only be used on the federal-aid eligible network of roads, in Washtenaw County that means mostly paved county primary roads. These funds vary from approximately \$4 million to \$6 million per year. In addition, WCRC applies each year for various state and federal grants and has been highly successful in receiving funds for specific local bridge, safety, congestion mitigation/air quality and economic development projects.

Federal and state dollars are important sources of revenue for WCRC, but these funds come with many restrictions, extensive planning, design and construction administration requirements.

WCRC staff is highly experienced in navigating the federal and state funding process which has greatly expanded the number of road and bridge projects completed during financially challenging times. Additionally, WCRC staff has successfully worked with several partners to obtain and administer federal Transportation Alternatives Program (TAP) grants for the construction of non-motorized facilities in Washtenaw County. See Appendix E for a listing of pending grant applications and funded projects.

Local Governments

Townships

Every year, WCRC meets with each of Washtenaw County's 20 townships to plan out the year's local road program. Ahead of these meetings, the WCRC Board designates an amount to be transferred from the MTF primary road fund to the local road matching program. In 2018 and 2019, the local roads matching program had \$1.1 million available to the townships. The local road matching fund is divided up between townships based on road mileage and population. In addition, the WCRC Board designates approximately \$200,000 each year to the drainage matching program which can be used by townships to help fund roadside ditching and berm removal projects.

Township	2019 Total Conventional Local Road Matching Program	2019 Drainage Matching Program
Ann Arbor	\$23,267	\$3,833
Augusta	48,672	14,554
Bridgewater	25,883	11,481
Dexter	35,244	6,932
Freedom	29,864	13,684
Lima	33,979	12,745
Lodi	49,755	12,879
Lyndon	26,388	10,048
Manchester	31,495	13,176
Northfield	54,991	13,732
Pittsfield	151,163	4,669
Salem	36,124	10,493
Saline	20,908	8,125
Scio	82,298	7,157
Sharon	22,972	9,971
Superior	69,103	8,793
Sylvan	29,231	11,489
Webster	39,087	11,792
York	60,015	8,521
Ypsilanti	229,559	5,924
Total	\$1,100,000	\$200,000

Each township can use the matching funds for whatever road project best reflects their community's needs, if the funds are matched by the township. Some townships elect to use the matching funds for dust control on local unpaved roads, others have utilized the local road match program to help fund much larger improvements to their local road system. The local roads matching program leveraged more than \$4.5 million investments from townships into local roads in 2018, resulting in \$3-\$4 dollars being spent by townships for every dollar made available by WCRC.

In addition, many townships have elected to invest heavily in local road improvements, beyond what the matching program amount covers. Some townships do this with general funds, others have local township road millages. Some townships elect to bond for local road investments or create Special Assessment Districts (SAD) to pay for specific road improvements. These improvements vary from traditional neighborhood paving projects to more extensive road rehabilitation or reconstruction projects in business districts or on local collector roads.

Unfortunately, another area of concern for townships and WCRC is drainage, including short-span bridges and culverts. For the past few years, WCRC has been forced to close at least one local road each year due to a failed culvert. To help townships with this difficult situation, WCRC has pledged to fund up to 50% of the replacement cost for short-span local road bridges or failed culverts over a regulated waterway over and above its traditional local road program with townships. WCRC is also responsible for funding 100% of costs for any failed culvert on primary roads.



Braun Road failed culvert, spring 2019. WCRC partnered with Saline Township to replace the failed structure.

Regardless of the funding mechanism, WCRC staff have assisted each township in developing and building projects that are important to that community. WCRC employees often conduct the work funded by townships, maximizing efficiency, giving townships a very competitive labor and equipment rate and taking advantage of countywide economies of scale.

Cities and Villages

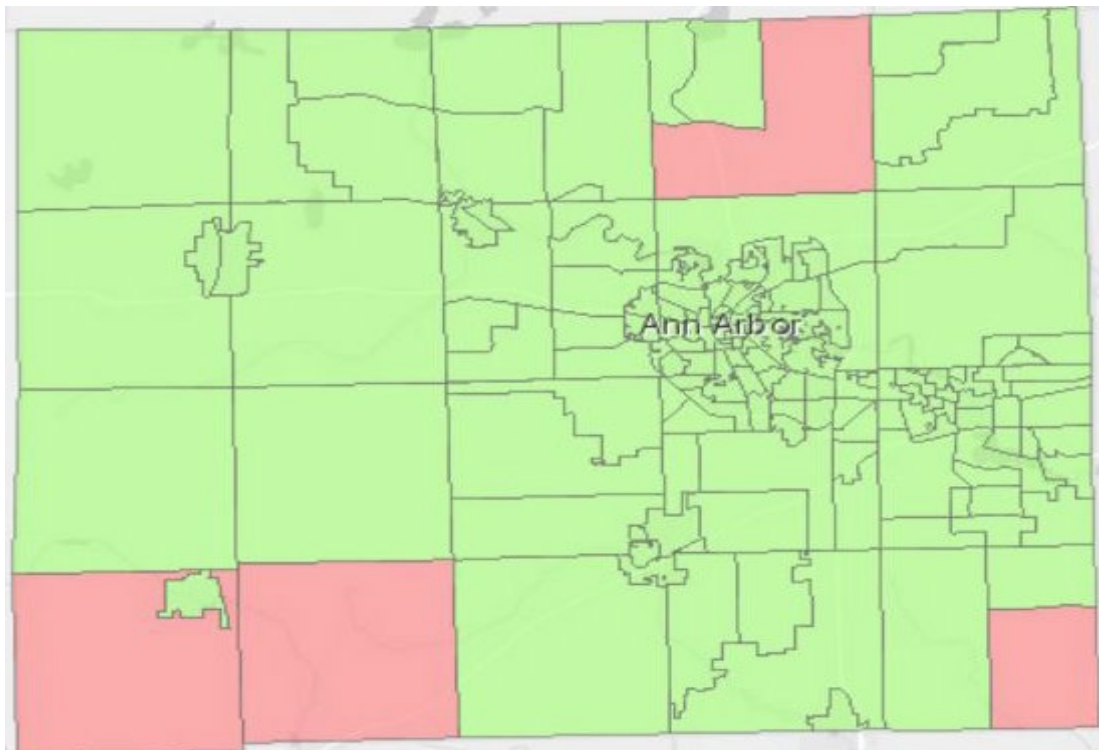
For the most part, roads within city or village limits are outside WCRC's jurisdiction. In the interest of the traveling public, WCRC has partnered with cities and villages, especially on border roads, on specific projects. This partnership allows the city or village to take advantage of the economies of scale available to the road commission on its countywide contracts.

Example: In 2018, WCRC partnered with the City of Milan to resurface part of Main Street within city limits as a part of WCRC's project resurfacing Mooreville Road in York Township. This partnership created financial saving to the City of Milan and provided a complete section of new pavement to the traveling public under one road closure.

Countywide Road and Non-Motorized Millage

In 2014, the BOC established a Roads Funding Subcommittee to explore additional funding options including a road millage. While WCRC does not have taxing authority, under PA 283 of 1909, WCRC can present a plan to the BOC and request up to 1.0 mil to be levied by the BOC for those improvements. So, in 2015 and 2016, WCRC worked with cities and villages to prepare a road plan and requested a 0.5-mil levy. This program was highly successful, but ultimately the BOC wanted a more robust program that was approved by voters, longer in duration to allow for comprehensive planning of projects and a plan that included investments in Washtenaw County's non-motorized system.

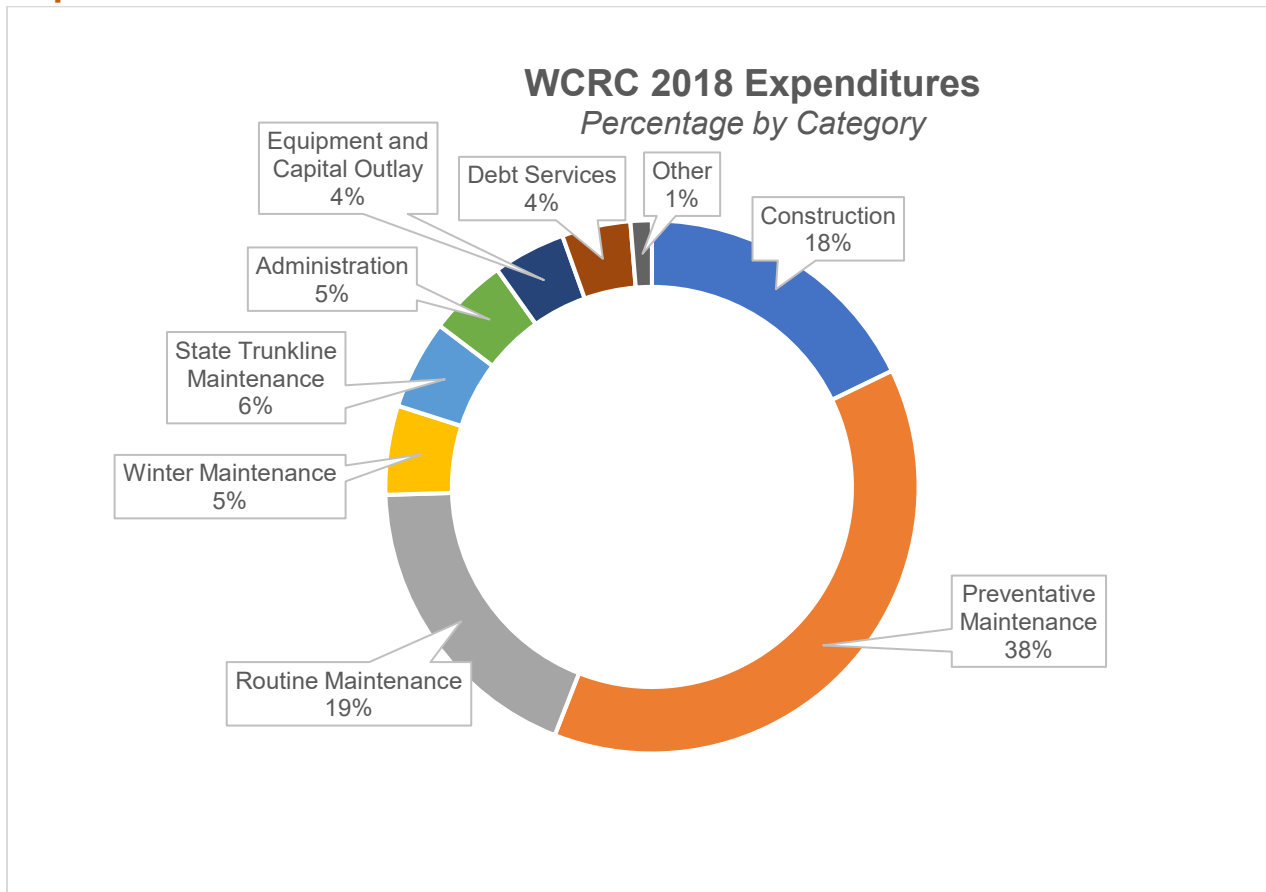
In 2016, the voters of Washtenaw County approved a 4-year, 0.5-mil road and non-motorized millage to be assessed 2017 through 2020. Twenty percent of the millage funds are required to be spent on non-motorized projects administered through the Washtenaw County Parks and Recreation Commission (WCPARC). Cities and villages receive back each year the amount raised within their communities. WCRC receives the remainder of the funds on behalf of townships, approximately \$3.3 million annually. WCRC's millage plan focuses on county primary roads and spends in each township over the 4-year period an amount that was raised within the township. So far, over the first three years of the millage, WCRC has improved more than 170 miles of road across the county.



Election results for the 2016 roads and non-motorized millage - 137 out of 141 precincts voted in favor of the millage.

WCRC staff is now working with the Roads Funding Subcommittee on a renewal and restoration plan of the current road and non-motorized millage for 2021-2024. The subcommittee has recommended that this renewal and restoration millage be placed on the August 2020 ballot. See Appendix F for a draft of the 2021-2024 millage plan.

Expenditures

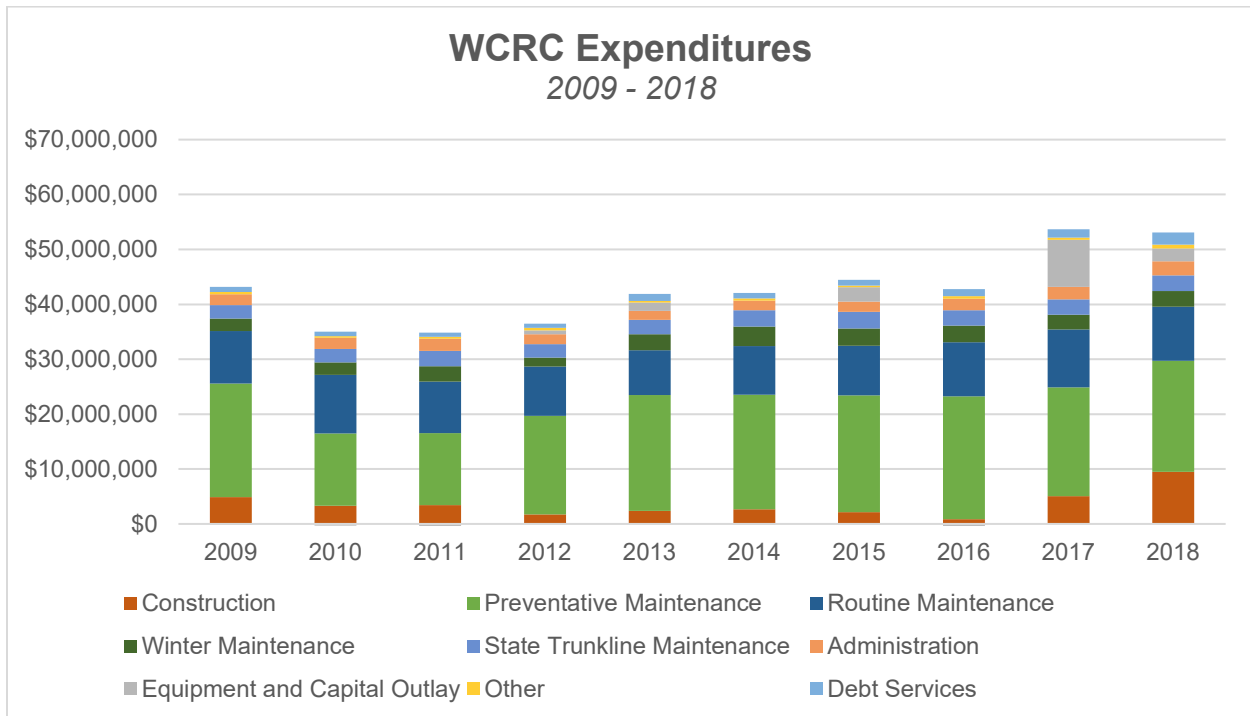


In summary:

- Construction and preventative maintenance activities make up over half of WCRC's expenditures. WCRC staff labor costs are incorporated into most of the construction and maintenance activities shown in annual expenditures.
- Almost a quarter of WCRC's budget is spent simply performing routine maintenance, including pothole patching, unpaved road grading and drainage work.
- Winter typically costs WCRC between \$2 million to \$3 million each year.
 - Each significant winter storm requiring WCRC staff to work overtime costs approximately \$10,000 per hour in labor and equipment.
 - Road salt costs approximately \$64 per ton and annually, WCRC uses approximately 18,000 tons of salt.
 - WCRC snow and ice removal during the winter provides safer road conditions in the moment but doesn't provide any lasting benefits to the road system.
- WCRC is contracted by MDOT to maintain the state trunkline system (US-23, I-94, M-14, M-52, etc.) throughout the year costing approximately \$3 million each year.
- Equipment and facilities continue to age and require upkeep and replacement. Those costs make up approximately 4% of the budget.

All the expenditures require a complex and extremely detailed accounting of activities. Information such as whether the road is primary or local, the township, activities that took place

as well as the type of work (ditching, surface maintenance, etc.) along with departmental and general ledger details need to be incorporated into the job costing. In addition, WCRC must collect all of this information in compliance with Act 51.



Labor Costs

WCRC offers a comprehensive benefits package to its employees including medical, dental, vision and life insurance. Employees earn annual leave based upon their years of service. Employees also have the opportunity to contribute to a flexible spending account, 457b retirement account and participate in a tuition reimbursement program.

In 2018, WCRC conducted a compensation study to review wages paid at that time in order to keep income competitive, reflect cost of living in Washtenaw County and negotiate a fair collective bargaining agreement. Based on that study, wages and salary ranges were adjusted for many staff to reflect the current market and to keep WCRC in line with peer organizations. While changes were made, few positions were drastically out of line and most adjustments were relatively minor.

As discussed, 80 positions within WCRC are represented by TPOAM. The most recent three-year contract between TPOAM and WCRC was agreed upon in 2018. In this new contract, minor salary adjustments were made to most positions and the contract included wage increases of 2% and 3% in the subsequent years.

Like many public agencies, WCRC offers a defined benefit (pension) to its employees through the Municipal Employees' Retirement System of Michigan (MERS). Also like many public agencies, WCRC faces substantial unfunded liabilities in its pension and other employee benefits. The WCRC Board recognizes this large liability and is taking steps to fully fund these obligations to its employees.

For more information on WCRC's pension and OPEB challenges, see page 50.

Construction and Preventative Maintenance

Construction and Preventative Maintenance projects on our road system account for more than 50% of WCRC's expenditures or approximately \$30 million in 2018. These categories include the following types of improvements:

- Road reconstruction and widening
- Complete streets
- Bridge replacement or preventative maintenance
- Culvert replacement
- Pavement resurfacing
- Crack seal or chip seal
- Intersection improvements (traffic signal or roundabout)
- Storm water management systems
- Shared use pathways



WCRC's Engineering and Operations Departments work closely to plan projects years in advance.

For more information on preventative maintenance treatments, see Appendix G.

Equipment and Capital Outlay

Equipment

In order to maintain the county road system, WCRC needs reliable equipment. In 2018, WCRC spent approximately \$2.3 million on equipment. Due to the long lead time necessary to order most equipment, the WCRC Board has started reviewing multi-year budgets in order to confidently place orders for equipment within the timeframes needed to have the equipment available for use at the appropriate time.



For more information on WCRC's equipment, see page 39.

Facilities

WCRC has facilities spread across the county to best serve the traveling public.

Maintenance Yards

- **Main Yard** – 555 N. Zeeb Road, Scio Township: WCRC’s largest maintenance garage, shop and administration building. This facility was originally built in 1965 and a new administration building was built in 2000. Since current WCRC operations have outgrown the existing facility, the WCRC Board recently approved a Yard 1 Master Plan with a price tag of approximately \$40 million but a funding source has not been identified, nor has construction begun. See Appendix H for the Yard 1 Master Plan.
- **Northeast Service Center** - 1222 E. North Territorial Road, Northfield Township: built in 2018 after 14 years of planning and saving by the WCRC Board. This facility serves the Northeast quarter of the county.
- **Southeast Service Center** - 5250 W. Michigan Avenue, Pittsfield Township: developed in 1999 to serve the Southeast quarter of the county.
- **Yard 3** – 630 W. Middle Street, Chelsea: this is one of WCRC’s oldest facilities, originally developed in 1921 and expanded in 1962. This facility serves the Northwest quarter of the county.
- **Yard 4** – 219 N. Ann Arbor Street, Manchester: this is another one of WCRC’s older facilities, originally developed in 1942 and expanded in 1948. This facility serves the Southwest quarter of the county.

Other Facilities

- **Kaiser Brine Well** – 12680 Jaycox Road, Gregory: This well is the source of much of the liquid brine used by WCRC during the winter to aid in winter maintenance activities and in the summer for dust control on unpaved roads. The facility includes a pump jack and 68,000-gallon brine storage tanks.

More details and photos of the current state of WCRC’s facilities can be found on page 35.



WCRC's Administration Building at the Main Yard, 555 N. Zeeb Road

Current State of WCRC's System

WCRC's system is more than its road network, although that is a critical aspect of its work. WCRC is also responsible for maintaining bridges, culverts, signs, signals, storm water systems, pavement markings and much more. In addition, WCRC needs multiple facilities located strategically across the county to deploy equipment and maintain the vast system. This section provides an overview of the state of the current system.

Infrastructure

WCRC maintains approximately 1,652 centerline miles of roads in Washtenaw County. Below is a summary table:

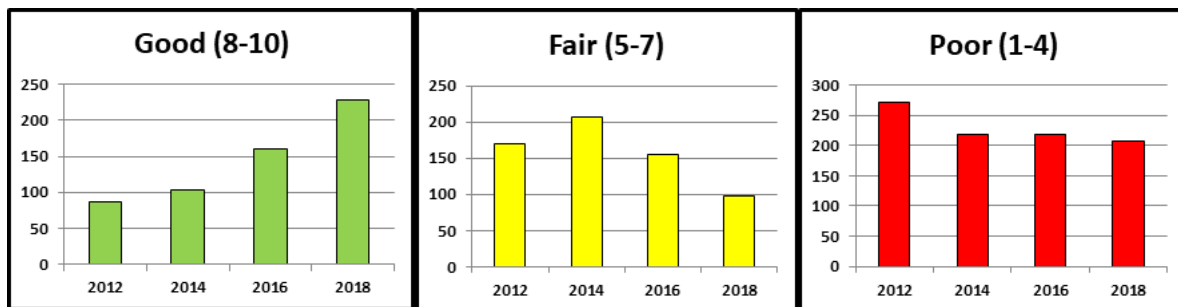
Townships	Primary	Local Collector	Local Subdivision	Total
Ann Arbor	22.56	13.11	6.65	42.32
Augusta	31.47	51.00	6.57	89.04
Bridgewater	21.40	40.23	0	61.63
Dexter	29.60	24.29	14.84	68.73
Freedom	16.39	47.95	0	64.34
Lima	25.19	44.69	1.21	71.09
Lodi	21.38	45.13	10.58	77.09
Lyndon	18.04	35.21	2.72	55.97
Manchester	19.61	46.17	1.44	67.22
Northfield	30.45	48.12	10.59	89.16
Pittsfield	43.05	16.10	80.45	139.60
Salem	35.19	36.77	4.28	76.24
Saline	23.86	28.32	1.10	53.28
Scio	49.16	25.08	34.18	108.42
Sharon	21.18	34.94	0	56.12
Superior	32.90	34.77	26.69	94.36
Sylvan	18.01	38.73	2.77	59.51
Webster	27.51	39.81	3.28	70.60
York	45.85	29.86	25.75	101.46
Ypsilanti	60.34	19.41	125.88	205.63
Totals	593.14 miles	699.69 miles	358.98 miles	1,651.81 miles

Paved Roads

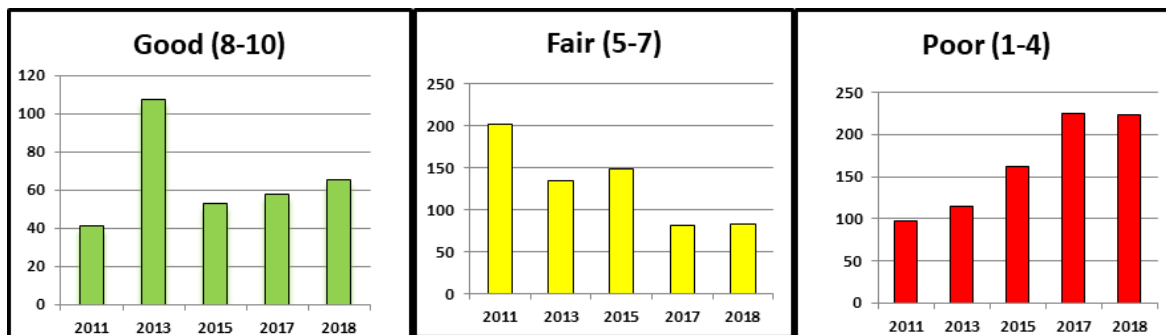
As a part of WCRC's Asset Management strategy, WCRC uses the Pavement Surface Evaluation and Rating (PASER) system and a GIS program called Roadsoft to rate the paved roadways both for the primary and local roads. The PASER system rates paved roadways on a scale of 1 to 10. Roads are then designated into three groups Good (10-8 rating), Fair (7-5 rating) and Poor (4-1 rating). See Appendix I for the countywide PASER map.

Below is a summary of the PASER ratings for both primary and local paved roads. WCRC is responsible for approximately 534 centerline miles of paved primary roads and approximately 371 centerline miles of paved local roads (including local collectors and subdivision roads). The charts have the centerline miles of road on the Y axis and the rating year on the X axis.

Primary Paved Roads



Local Paved Roads



As you can see from the charts above, the primary paved road system is showing positive improvement trends, especially in the number of good roads. The local road system is another story, it has steadily gotten worse over the past nine years and will continue to degrade unless something major changes.

Based on current road conditions and current costs, it will cost approximately \$52.6 million today to apply the proper treatment on all paved primary roads to keep them in good condition or bring them to good condition. For paved local roads that number is \$53.2 million. These numbers do not include what it would cost to improve the nearly 800 miles of unpaved road in the county.

Unpaved Roads

Washtenaw County is responsible for 76 miles of unpaved primary road across the county and approximately 690 miles of unpaved local roads, which is almost half the entire county road system. There is not an official condition rating scale for unpaved road conditions but WCRC knows that many of its unpaved roads, especially on the local system, are in poor condition and in need of extensive work.

WCRC is focused on paving some sections of unpaved primary road, when the budget allows. It costs approximately \$1.5 million or more per mile to pave an unpaved road. It should be noted, especially when considering whether to pave local unpaved roads, many residents have expressed strong feelings against paving the road they live on, while other residents and drivers expect the road to be paved.



Zeeb Road in Lodi Township during the spring thaw before it was paved.

Example: In 2019, WCRC reconstructed and paved 1.45 miles of Zeeb Road between Ellsworth Road and Scio Church Road in Lodi Township. This section saw heavy traffic due to the limited number of paved roads in the area and a fair amount of commercial traffic from a nearby gravel pit. The project construction cost was approximately \$1.6 million.



Zeeb Road in Lodi Township after it was paved, summer 2019

Bridges and Culverts

Drainage of all kinds – bridges, culverts, storm sewers, etc. is essential for a healthy road system. The public may never notice these facilities but when they fail, the entire road may have to be closed for extended periods of time. Repairs or replacements can be expensive and difficult. Unfortunately, there are thousands of these structures across Washtenaw County.

Bridges and culverts on county roads fall under WCRC's jurisdiction. WCRC inspects bridges (20' or longer span) at least every two years, in compliance with state law, and are grouped into Good, Fair and Poor ratings. Depending on a bridge/culvert's condition, WCRC has the ability to close or weight-restrict a bridge for the safety of the traveling public.

Below is a summary of conditions for WCRC's 122 bridges:

Bridges (20' Span or Greater)	
Rating	Number
Good	53
Fair	41
Poor	28
Total	122

Of the 28 bridges in poor condition, 19 are weight-restricted and one is closed (Liberty Road over Mill Creek in Lima Township).

Culverts are structures less than 20' span and vary in description, from a corrugated metal pipe to an old-fashioned short-span bridge. There are not any state requirements at this time to inspect culverts but after a catastrophic failure where a combine fell through a cross road culvert on Arkona Road in Saline Township in 2014, WCRC implemented an inspection program for culverts starting with culverts less than 20' but greater than 8' in span.



WCRC's heavy equipment crew building the new culvert on Arkona Road in 2015 (Saline Township)

These inspections help staff and townships identify the problems and plan for replacement costs, minimizing surprises. Inspections have also resulted in weight restrictions or culvert closures on primary and local roads. WCRC bears all the cost to replace failed structures on primary roads but must partner with the respective townships on local roads. To help, the WCRC Board elected to share the cost 50/50 on all local road culvert replacement projects.

WCRC is responsible for more than 2,400 culverts of various sizes, currently 28 culverts are weight-restricted and six are closed.

Signs, Signals and Other Assets

WCRC also utilizes Roadsoft to track its other physical assets such as signs, guardrail and traffic signals. Below is a summary table for these assets.

<i>Roadway Asset</i>	<i>Number</i>
Traffic Signals and Flashing Beacons	152
Signs	32,928
Guardrail	90,864 feet
Pavement Marking Lines	10,297,956 feet
Pavement Marking Symbols	3,408



Facilities

WCRC's Main Yard – 555 N. Zeeb Road, Scio Township

The Main Yard sits on 102 acres along Zeeb Road and I-94 in Scio Township. This has been WCRC's main facility since it was opened in 1965. Approximately 70 employees use this facility as their main base. Three maintenance crews operate out of this facility, including the State Trunkline Crew, Heavy Equipment Crew and the District 1 crew serving Webster Township, Scio Township and Lodi Township.

Currently this land is home to:

- 76,418 sq. ft. office/garage/shop building (office space rebuilt in 2000)
- 19,104 sq. ft. salt storage dome (built in 1981)
- 2 cold storage barns (6,960 sq. ft. and 3,120 sq. ft.)
- Fueling station with a 12,000-gallon diesel and a 12,000-gallon unleaded below-ground fuel storage tanks
- 51,000-gallon brine storage tanks
- 190' cell tower (traffic signal network communications)



WCRC's main yard garage on a busy winter morning

In general, WCRC has outgrown the current facilities at the main yard. Population growth in central Washtenaw County has demanded more equipment to service the roadways and equipment has only grown in size, compared to their counterparts from the 1960's.

The Yard 1 Master Plan was developed over a number of years to help the WCRC Board plan for eventual upgrading to the facility. The plan calls for an overall investment of \$45 million and has been broken into phases to allow for staggered investments when the time comes. At this point, despite the need, no funding has been identified for Yard 1 facility upgrades. See Appendix H for the Yard 1 Master Plan.



The Yard 1 salt storage dome is showing significant signs of decay and will need to be replaced in the next 5 -7 years

Northeast Service Center – 1222 E. North Territorial Road, Northfield Township

The Northeast Service Center was built in 2018 to serve Northfield Township, Salem Township, Ann Arbor Township and Superior Township. The land was originally purchased in 2012 and finally developed in 2018.

The 15-acre facility is the main base for one maintenance crew but was designed to accommodate additional equipment and crews based on projected population growth in the area.



The land is currently home to:

- 29,690 sq. ft. office/garage
- 10,368 sq. ft. salt barn
- Fueling station with 12,000-gallon diesel/gasoline fuel tank
- 40,000-gallon brine storage tanks
- Vactor dump building
- 400 kW stand-alone diesel generator

This is the newest facility in WCRC's inventory, but it still requires routine preventative maintenance to keep it in good condition.



Southeast Service Center - 5250 W. Michigan Avenue, Pittsfield Township

The Southeast Service Center was developed in 1999 to serve Ypsilanti Township, Pittsfield Township, Saline Township, York Township and Augusta Township.

The facility is the main base for two maintenance crews and a small shop with two mechanics.

This eight-acre property is currently home to:

- 41,000 sq. ft. office/parking garage/shop
- One cold storage barn (8,380 sq. ft.)
- 5,760 sq. ft. salt barn
- Fueling station with 12,000-gallon diesel and 12,000-gallon gasoline below-ground storage tanks
- 38,250-gallon brine storage tanks
- 125kW natural gas generator
- 150' cell tower (traffic signal network communications)



Overall, this facility is still in fair condition. It has some maintenance needs and preventative maintenance should be performed to extend the service life of the buildings.



Yard 3 - 630 W. Middle Street, Chelsea

The original footprint for Yard 3 was purchased in 1921 and then expanded in 1962. A new salt barn was built at this location in 2009. It sits within Chelsea City Limits but serves Lyndon Township, Dexter Township, Sylvan Township and Lima Township.

This facility is the main base for one maintenance crew.

This three-acre lot is currently home to:

- 4,500 sq. ft. office/garage
- 2,400 sq. ft. cold storage barn
- 3,600 sq. ft. salt barn
- 22,300-gallon brine storage tank
- Fueling station with 6,000-gallon diesel fuel tank

This facility sits in the middle of a residential area within the Chelsea City Limits. The crew and equipment have outgrown the space and eventually it needs to be relocated and rebuilt to best serve the surrounding townships.



WCRC's Yard 3 Garage

Yard 4 - 219 N. Ann Arbor Street, Manchester

The original footprint for Yard 4 was purchased in 1943 and then expanded in 1948. A new salt barn was built in 2013. It sits within Manchester Village Limits but serves Sharon Township, Freedom Township, Manchester Township and Bridgewater Township.

This facility is the main base for one maintenance crew.

This seven-acre lot is currently home to:

- 4,545 sq. ft. office/garage
- 2,400 sq. ft. cold storage barn
- 5,760 sq. ft. salt barn
- 32,600-gallon brine storage tanks
- Fueling station with 14,200-gallon below-ground diesel/gasoline storage tanks
- 80kW stand-alone diesel generator



WCRC's Yard 4 Garage

This facility sits next to an elementary school within Manchester Village Limits. The crew and equipment have outgrown the space and eventually it needs to be relocated and/or rebuilt to best serve the surrounding townships.

Equipment

WCRC owns and operates approximately 500 pieces of equipment, including 150 licensed vehicles. This equipment is absolutely critical for WCRC to be able to maintain the county road system and serve the traveling public.

Equipment includes, but is not limited to:

- 57 Heavy Dump Trucks
- 11 Motor Graders
- 7 Wheel Loaders
- 2 Tractor Backhoe Loaders
- 1 Skid Steer Loader
- 5 Tractor Boom Mowers
- 3 Brine Tanker Trailers
- 21 Misc. Trailers
- 3 Gradalls
- 1 Vactor
- 6 Aerial Lift Trucks
- 37 ½-ton Pickups
- 18 ¾-ton Pickups
- 10 1-ton Pickups
- 3 Sedans
- 2 Cargo Vans
- 1 Chip Spreader
- 1 Liquid Asphalt Distributor
- 6 Rollers



A motor grader scraping unpaved roads after an ice storm

While WCRC works hard to maintain its current fleet, many pieces of equipment are overdue to be replaced. Replacement schedules are determined based on the type of vehicle, usage rates and depreciation schedule. The WCRC Board has been very intentional in its efforts to maintain the best operating fleet possible, despite years of stagnant road funding from the state. Once equipment has reached the end of its serviceable life, it is auctioned off or used for spare parts.

To replace all the equipment that is beyond its service life would cost \$14 million.

Heavy Dump Trucks

Used year-round for winter maintenance, unpaved road scraping, hauling materials, etc. Ideal replacement schedule is 180 months or 100,000 miles.

The average age of WCRC's fleet of heavy dump trucks is 119 months. Average odometer is 97,500 miles.

As of 2019, 26 heavy dump trucks have reached the end of their service lives, each truck costs approximately \$279,000 to replace or \$7.3 million total. For the past several years, thanks to careful budgetary planning, the WCRC Board has strategically authorized the purchase of four heavy dump trucks each year.



Motor Graders

Used year-round for winter maintenance, scraping unpaved roads, drainage improvements, etc. Ideal replacement schedule is 144 months or 12,000 hours.

As of 2019, two graders have reached the end of their service lives, each one costs approximately \$283,000 each or \$566,000 total.



Loaders

Used year-round for moving material, road projects, etc. Ideal replacement schedule is 180 months or 9,000 hours. As of 2019, three loaders have reached the end of their service lives, each loader costs approximately \$285,000 each or \$855,000 total.



1-Ton Pickups

Used year-round for winter maintenance, pothole patching, routine maintenance, etc. Ideal replacement schedule is 96 months or 100,000 miles. As of 2019, two 1-ton pickups have reached the end of their service lives, each truck costs approximately \$77,400 to replace or \$155,000 total.



Aerial Lift Trucks

Used year-round to maintain road signs, traffic signals, tree trimming, etc. As of 2019, two aerial lift trucks have reached the end of their service lives, each truck costs approximately \$250,000 to replace or \$500,000 total.



Current Services Provided

Road Maintenance

WCRC is comprised of six maintenance districts located throughout Washtenaw County. The proximity of each district garage to job sites enables WCRC to minimize response time, such as during snow storms and road emergencies.

The following are some of the routine activities performed by WCRC staff:

- Pothole patching of paved roads
- Shoulder repair and resurfacing
- Grading and shaping of unpaved roads
- Spreading limestone, gravel and other aggregates
- Maintenance, repair and replacement of bridges and culverts
- Snow and ice control
- Dust control program for unpaved roads
- Roadside vegetation control (tree removal, trimming, heavy brushing, mechanical brush mowing aka boom mowing and grass mowing)
- Moving of debris and hazards from the traveled portion of the road, including illegal dumping and animal carcasses
- Ditching and roadside berm removal
- Guardrail and cable barrier repair
- Curb sweeping
- Pavement marking (including pedestrian crossings, fog lines, center lines, etc.)
- Roadside sign and traffic signal maintenance



Emergency Response

WCRC routinely responds to emergent issues including debris on the roadway, crashes, winter weather, downed trees and traffic signs, malfunctioning traffic signals and flooding. Responses may include the deployment of qualified personnel, heavy equipment, materials, temporary traffic control devices, technical expertise for damage assessments, debris removal, and recovery and restoration.

In an emergency, WCRC staff work closely with area emergency responders to assess damage and develop and implement responses. WCRC plays a key role in the county's response team. Qualified supervisors are designated and available 24/7 for emergent response. The director of operations also serves as part of the County Emergency Operations Center (EOC) staff should the county activate its EOC.



A joint training with WCRC, Washtenaw County Technical Rescue and area fire departments, fall 2019

Example: On March 15, 2012, an EF3 tornado with 140 MPH winds touched down in Dexter Township and created an 800-yard swath of destruction for seven miles, damaging homes and ripping thousands of trees out of the ground. The response to this disaster was immediate and effective. From EOC personnel to deputy sheriffs, firefighters to local government officials, WCRC crews, technical rescue team, and the American Red Cross. WCRC crews worked through the night and into the weekend clearing and removing damaged trees, providing access to other emergency responders.



Dexter-Pinckney Road after the tornado

State Trunkline Maintenance Contract Services

MDOT contracts with 63 of the 83 county road agencies for the maintenance of state trunkline highways. WCRC has been a contract county for MDOT since July 1946 and is presently under contract with MDOT for the period of October 1, 2016 through September 30, 2021. This contract includes the maintenance of 598 lane miles of state trunkline highway within Washtenaw County, including I-94, US-23, M-52, M-14, US-12, etc.

Maintenance includes both winter and non-winter responsibilities with an annual budget of approximately \$2.8 million. WCRC has a dedicated full-time crew for the state trunkline system.

Road Construction and Preventative Maintenance

WCRC accomplishes tens of millions of dollars in road projects each year using various funding sources including federal, state and local money. Federal and state funds are administered by WCRC through MDOT's Local Agency Program (LAP). These funds require a local match and have many strings attached as it relates to adhering to the American Association of State Highway and Transportation Officials (AASHTO) guidelines and MDOT standards and specifications.

Local funds such as MTF, local millages, township general funds and special assessment districts for road projects have greater flexibility in the application of a project's scope.

WCRC's Engineering Department takes the lead on planning road projects to make sure the appropriate types of funds are used for the appropriate project. Below is summary of the numerous types of road projects:

- Preventative maintenance (crack seal or chip seal)
- Pavement resurfacing
- Bridge replacement or preventative maintenance
- Culvert replacement
- Intersection improvements (traffic signal, roundabout)
- Road reconstruction and widening
- Storm water management systems
- Complete streets
- Non-motorized pathways and pedestrian safety projects



Baker Road roundabouts in Scio Township constructed in 2018

Traffic & Safety

Yearly statistics indicate that the roadways within Washtenaw County are becoming less hazardous. This is achieved through the effort of staff from WCRC's Traffic and Safety Section (T&S) in the Engineering Department performing extensive safety evaluations of the road system. These evaluations lead to improvements as subtle as improving the reflective characteristics of roadside signage to rebuilding an intersection with a traffic signal or roundabout.

T&S is also responsible for maintaining road signs and traffic signals across the county. WCRC strives to replace road signs every 10 years to make sure they maintain maximum reflectivity and visibility. The T&S team are part of WCRC's emergency response efforts, they are on-call 24/7 in case a critical sign or traffic signal gets damaged or destroyed. In 2018, WCRC responded to approximately 100 downed stop signs calls across the county and nearly 200 emergency signal calls.

WCRC staff can also remotely monitor traffic conditions at 70 signalized intersections across the county and make changes to timing in response to incidents. WCRC is currently working with Washtenaw County to expand on this real-time monitoring capabilities.



T&S staff perform evaluations on natural beauty road requests, existing and new guardrail locations, railroad crossings and neighborhood traffic calming requests. Staff works with the Operations Department and the Engineering Department to develop safe and efficient work zones, detours, pavement markings, traffic signage and signal plans.

T&S also ensures that roadway maintenance, construction and permit activities take into consideration the appropriate level of safety in compliance with all Federal, State and WCRC guidelines and standards.

Neighborhood Traffic Management Program

Every year, residents express concern to WCRC over traffic-related issues, for example excessive speeding or cut-through traffic within residential neighborhoods. Typically, these concerns result in a request for stop signs, speed bumps, road closures, children at play signs or other traffic control measures. Experience and traffic standards have shown that traditional responses and unwarranted signs or signals are not effective. Previously, the only option available to WCRC was to recommend increased law enforcement in the area. With the limited number of law enforcement officers in most communities, this solution is short-term at best and many times unavailable. In order to be more responsive, WCRC developed a Neighborhood Traffic Management Program (NTMP) which creates a partnership between residents, WCRC and law enforcement.

The Neighborhood Traffic Management Program contains educational and enforcement elements as well as engineering measures. It promotes WCRC staff working with local residents to find solutions which are appropriate and acceptable to both WCRC and the community.

The goals of the NTMP are:

- To provide traffic calming measures, for example speed humps, in residential areas which are acceptable to both WCRC and the local community.
- To consider requests for residential traffic control measures in an equitable and consistent manner.
- To periodically review the effectiveness of such traffic calming measures.

To qualify for the NTMP, the county road must be a residential local subdivision street which has a prima facie speed limit of 25 mph. In addition, residents must sign a petition to initiate a preliminary traffic engineering study. If devices, like speed humps, are deemed warranted by the study, residents will need to circulate another petition to ensure these devices are desired by a large majority of the neighborhood.

Generally, NTMP construction projects are funded by the township in which the road is located. The township may require that the neighborhood to pay part or all of the cost of the improvements. Matching funds provided annually by the WCRC to the township as part of its local road program may be used for up to 50 percent of each device, at the discretion of the township.



Speed humps installed on Edison Avenue in Ypsilanti Township, fall 2019

Right-of-Way & Transportation Permits

WCRC is responsible, under various statutes for processing a wide range of right-of-way permits, transportation permits (oversize/overweight loads) and administering public road development.

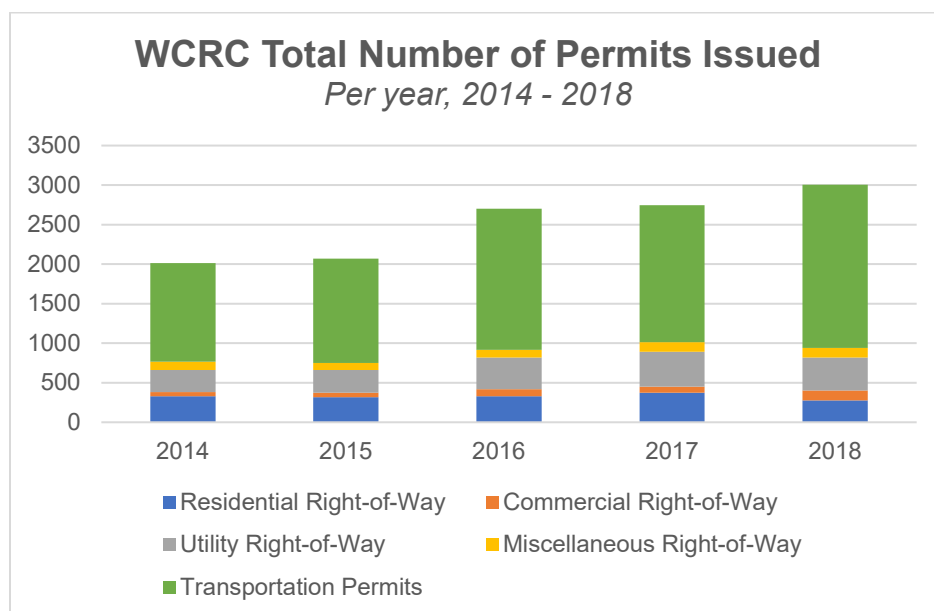
Staff adheres to the WCRC Board adopted *Procedures & Regulations for Permit Activities and the Procedures & Regulations for Developing Public Roads*. These policies document the formal permit review process and design/construction standards. Both documents are available on WCRC's website at wcroads.org/permits/permit-applications/.

The statutory authority/obligation of WCRC to require compliance with permit and public road development requirements is predicated upon WCRC's jurisdictional authority and is set forth in various statutes. WCRC is also responsible for commercial vehicle/trucking enforcement in accordance with the Michigan Vehicle Code and have designated weighmasters who perform this function in addition to other duties.



A WCRC weighmaster weighing a truck to ensure compliance

WCRC staff work with many stakeholders during the permitting process. For development projects, land-use decisions are made by township boards then through WCRC's permitting process, staff review the proposed improvements and impact on the existing infrastructure. Staff frequently meet with applicants, developers, township officials/staff, other engineering/planning professionals, utility company representatives and area residents/land owners regarding ongoing or potential projects. WCRC staff also work closely and coordinate with the various regulatory agencies, for example the Michigan Department of Environment, Great Lakes and Energy, involved in permitting particular projects. The table and chart below show WCRC permit processing activity over the past five years:

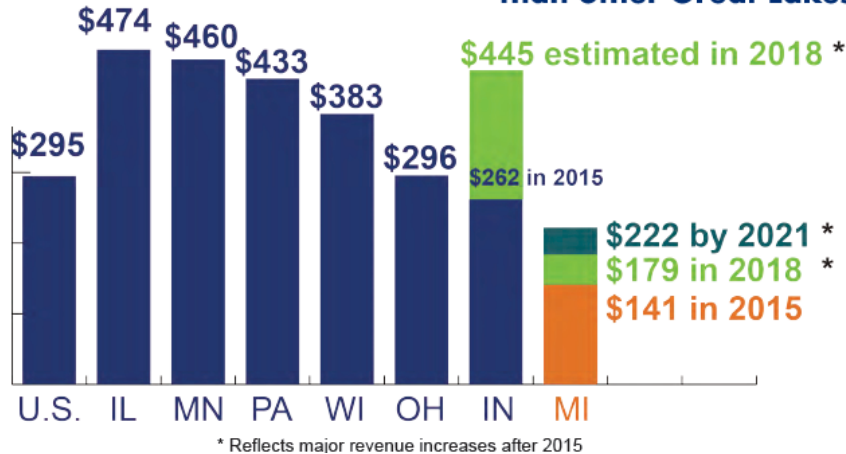


Challenges Facing WCRC

Historic Underinvestment in Road Infrastructure

It is no secret that Michigan has underinvested in its infrastructure, especially roads, for many years. Michigan has ranked near the bottom nationally in per capita construction spending on roads.

Michigan spends much less on Road Construction per capita than other Great Lakes states (2015)



Source: SEMCOG, "A Perspective on Michigan Road Funding" Published June 2018

This underinvestment shows in pavement conditions across the state and in Washtenaw County. Some recent funding changes have helped but overall the road system is continuing to get worse, not better.

The underinvestment is also shown in the level of deferred maintenance that WCRC is now working to address. For example, due to funding constraints from 2007 – 2017, WCRC suspended its roadside brush mowing program. This program focused on clearing woody vegetation from along the roadside. In the 10 years that the program was suspended, the roadsides in many areas have become completely overgrown with brush, filling ditches, changing historic drainage patterns and infringing on the traveled portion of the road. Thanks to new state funding, WCRC now has the equipment and staff available to restart its roadside brush mowing program but due to the 10-year hiatus, there is a tremendous amount of mowing needed. It will take years for WCRC to catch up.



In Washtenaw County, WCRC has been able to make some progress on our pavement conditions thanks to the increases in state funding, the four-year roads and non-motorized millage, township partnerships and federal/state grants. Unfortunately, the cost of improving roads have also increased. Here's a breakdown of typical pavement treatments and estimated cost per centerline road mile.

Type of Treatment	Estimated Cost Per Mile
Crack seal	\$10,000
Chip seal aka seal coat	\$23,000
Unpaved road limestone or gravel resurfacing	\$65,000
Mill and resurface	\$180,000
Pulverize and resurface	\$350,000
Total reconstruction or paving an unpaved road	\$1.5 million+

Based on current road conditions and current costs, it will cost approximately \$52.6 million today to apply the proper treatment on all paved primary roads to keep them in good condition or bring them to good condition. For paved local roads that number is \$53.2 million. These numbers do not include what it would cost to improve the nearly 800 miles of unpaved road in the county.



A pulverize and resurface job on Willis Road in Augusta Township, summer 2019

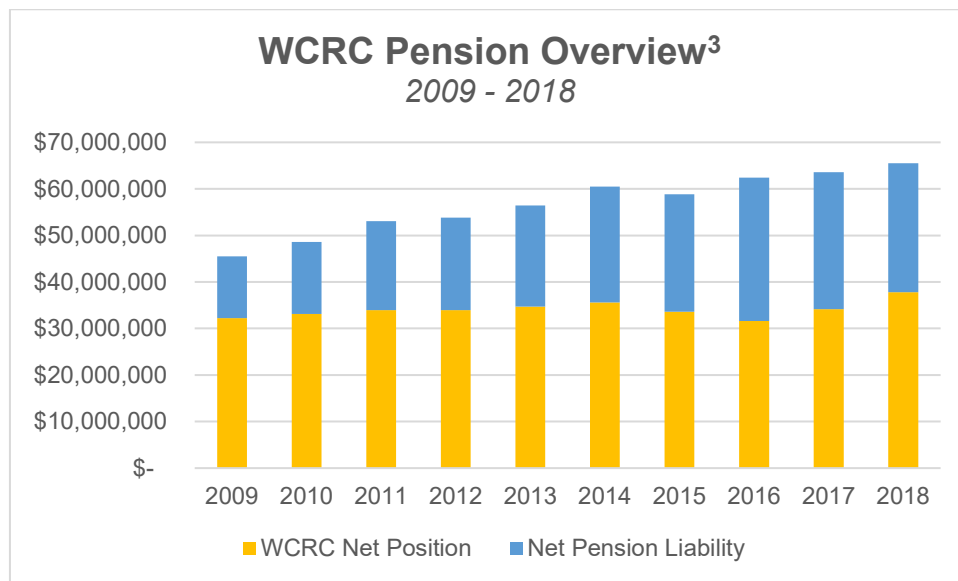
Unfunded Liabilities

Like many local government agencies, WCRC faces the challenge of unfunded liabilities in both its pension program and its Other Post-Employment Benefits (OPEB).

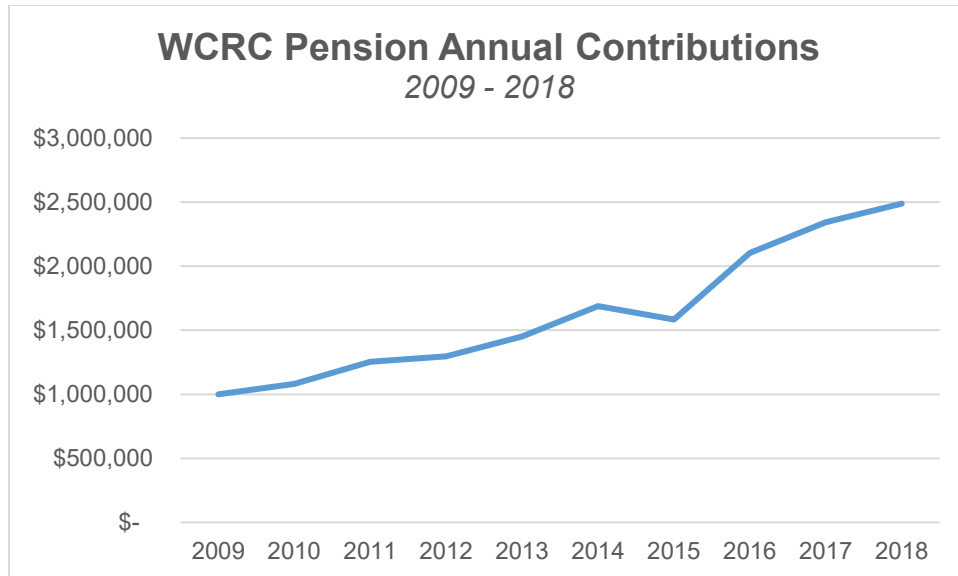
Pension Liability

The WCRC board has been making steady and responsible efforts to limit these outstanding liabilities whenever possible. This process has not always been easy, the WCRC Board has made difficult decisions, one example is changes to WCRC's pension program. In 2011, the WCRC Board made extensive changes to the defined benefit offered to its employees. For existing employees this meant an increase in employee contributions to the plan. For employees hired after January 1, 2012, this meant an increase in employee contributions, a reduction in the multiplier and eliminating cost-of-living allowances. These difficult decisions were made by the WCRC Board to protect the long-term solvency of the agency, actuarial and inflationary projections showed that the benefits offered were unsustainable. Most of these changes to the pension program apply to all staff hired after January 1, 2012, which is now almost half of the WCRC workforce.

In addition, the WCRC Board has authorized extra payments into the pension system every year for the past seven years to help pay down the liability. As of 2018, WCRC's pension is funded at 55% with an outstanding liability of approximately \$27.7 million. In 2019, the WCRC Board is making monthly payments of approximately \$234,000 and plans to make a voluntary, 13th month, payment at the end of the year. So, while there is a long way to go to become fully-funded, the WCRC board is taking the appropriate steps to get there.



³ Beginning with the adoption of GASB 68 for 2014, the net pension liability was measured as the difference between the total pension liability and the plan net position.



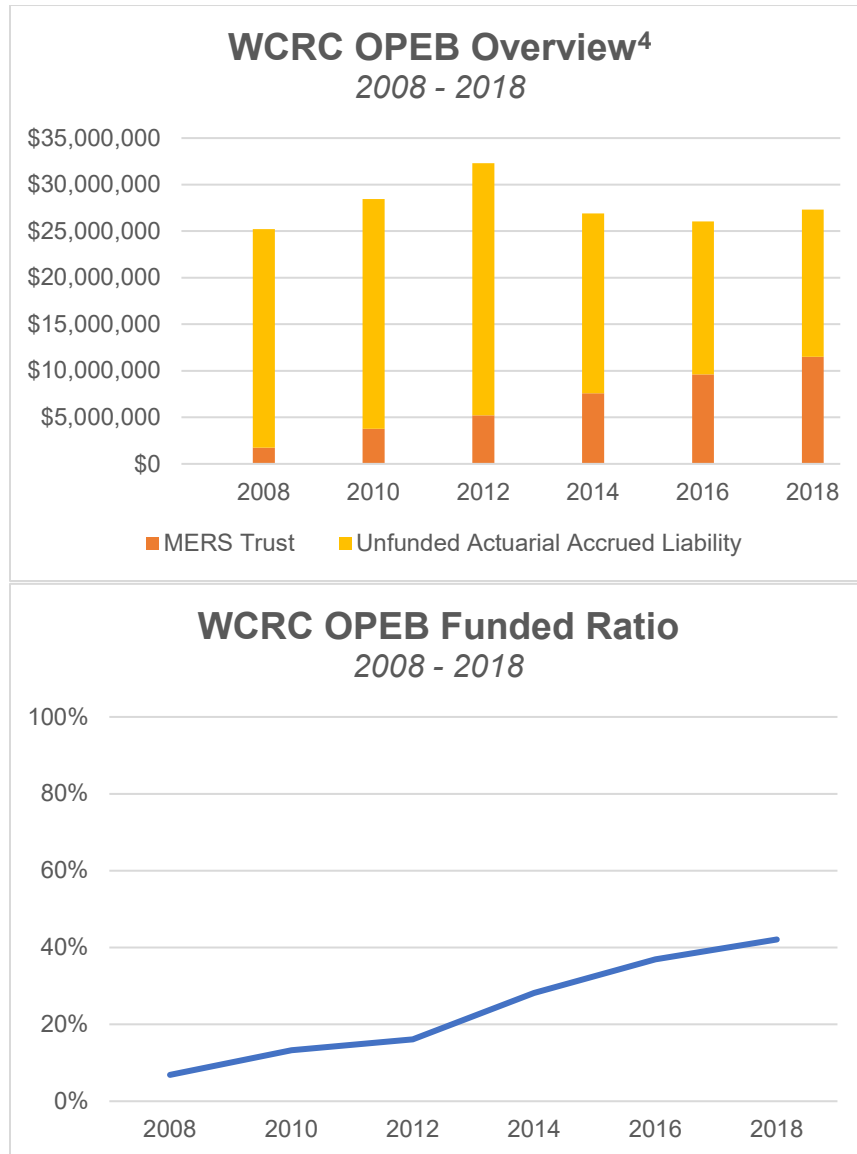
WCRC is a member of MERS which manages its pension program. In recent years, MERS has modified several of the assumptions associated with determining the financial viability of the pensions it manages. These adjustments affect the amounts necessary to achieve being fully funded. In particular, MERS has changed assumptions associated with its rates of returns due to recent and future expected market trends, longevity of its members and remaining years of amortization. So, while WCRC has made steady progress and continues to display a commitment to fully funding its pension, the percent funded has varied.

OPEB

Similar to its defined benefit changes, WCRC made changes in its policies to help address its OPEB unfunded liability. WCRC started contributing toward its OPEB ahead of many public agencies in 2006. In addition, in 2011, the WCRC Board stopped offering retiree healthcare to employees hired after January 1, 2012. WCRC has also established a trust with MERS to set funds aside for OPEB while earning a competitive rate of return.

As of 2018, WCRC's OPEB is funded at 42% with an unfunded liability of \$15,828,172. This reflects average annual payments of approximately \$1.8 million, which cover current retiree healthcare expenses and an additional \$400,000 voluntary payment authorized by the WCRC Board to fund future liabilities.

While the WCRC Board has made steady progress at funding its OPEB and increasing its funded ratio from 6.86% in 2008 to 42.09% in 2018, the total liability of its OPEB has increased from \$25.2 million to \$27.3 million. The WCRC Board remains committed to fully funding its OPEB as one of many outstanding obligations to its employees but it is a long-term commitment that is balanced against the many needs of the organization.



In compliance with Public Act 202⁵, WCRB submits both pension and OPEB funded status to the state annually based on the previous fiscal year. This information is submitted in two phases:

1. The state determines if an agency has reached the minimum funding thresholds.
2. If the agency has not reached the minimum thresholds, they are required to submit a waiver application showing a plan to meet the threshold over a reasonable period of time.

⁴ Beginning with the adoption of GASB 75 for 2018 (2017 measurement date), the net pension liability was measured as the difference between the total OPEB liability and the plan net position.

⁵ PA 202 was created by the legislature to monitor and ensure that all government agencies are adequately addressing their unfunded liabilities. If an organization is deemed severely underfunded, there is the potential that a state advisory board is assigned in order to get them on the right funding track.

In 2018, the state confirmed that neither the pension plan nor the OPEB had reached the minimum funding threshold. WCRC then submitted the waiver applications and the waivers were approved.

In 2019, the state determined that WCRC's OPEB had reached the minimum funding threshold, but the pension plan did not. The pension waiver application was submitted in August 2019 and WCRC is waiting for approval.

Health Care Savings Plans

Because it eliminated retiree healthcare coverage for employees hired after January 1, 2012, the WCRC Board wanted to find another way to help these employees plan for healthcare costs in retirement. With that in mind, the WCRC Board recently partnered with MERS to offer a Health Care Savings Plan (HCSP) for employees hired after January 1, 2012, who are not eligible for healthcare benefits in retirement. WCRC contributes 2% and the employee is required to contribute 2% pre-tax. The HCSP funds can be used for healthcare expenses by the employee (after meeting vesting requirements) upon separation from WCRC, whether in retirement or any form of post-employment.

Workforce

In today's labor market, finding qualified candidates for specific positions can be difficult. This situation will get even more difficult in the next five years because nearly 20% of WCRC current workforce will be eligible to retire.

WCRC is working hard to recruit good candidates and to provide training and room for advancement once someone is employed at the road commission. WCRC is also working to modernize to be more appealing to younger generations. For example, the WCRC Board recently passed a "Paid Parental Leave Policy" and a "Fitness Equipment Reimbursement Policy".

In addition, WCRC has created, "Employee Central" at wcroads.org, an easy-to-access online site for prospective employees, new hires and their families to learn about WCRC's benefit programs, policies and other important workforce matters. This tool is also used by current employees and their families, it has become a central online location to share information ranging from open enrollment information to material safety data sheets.



Regulatory Challenges

WCRC must secure all the required regulatory permits before starting construction on road and bridge projects. Examples of these permits include; National Pollutant Discharge Elimination System (NPDES), floodplain, inland lakes and streams, wetlands protection, Michigan Department of Natural Resources, natural rivers, threatened & endangered species, Michigan State Historic Preservation Office, railroads, MDOT right-of-way, etc.

WCRC staff must stay up on how to comply with the various and extensive environmental restrictions and permitting regulations. This can be a challenge, especially if there is public pressure to make a road, bridge or culvert improvement in an expedited timeline.

Management of the Right-of-Way

The road right-of-way (ROW) extends beyond the traveled portion of the road. Generally, WCRC has 66-foot-wide ROW on county roads across the county. In many cases this ROW was determined decades ago and many property owners ago. The ROW is a special and often misunderstood place. In addition to providing drainage space for the road, the ROW serves as a recovery zone for errant drivers.

Property owners have access to the land but so does the road commission. By law, the road agency is required to maintain the ROW in regard to mowing, drainage, etc. This can be a challenge for property owners who see the ROW as just an extension of their yard. Periodically WCRC will discover encroachments into the ROW, for example fences, hard surface landscaping elements (boulders, retaining walls, etc.), large brick mailboxes. These illegal objects in the ROW can pose as a safety risk to drivers and a maintenance challenge for WCRC staff. In these instances, the WCRC Board will act and require the property owner to remove the illegal objects.



Encroachment example on Dexter-Pinckney Road in Webster Township

By state law, any work in the ROW must be permitted by the road agency. This includes utilities like water, sewer, electric and natural gas and the ever-growing world of telecommunications. WCRC's Permits Section is tasked with managing this work and protecting the ROW while helping utilities serve their customers.

In certain cases, usually associated with a project, WCRC may need to acquire additional ROW or temporary access to private land outside the ROW. In these circumstances, WCRC staff works directly with the property owner. Most often, these cases are settled amicably between WCRC and the property owner. In rare instances, WCRC must go through legal proceedings with the property owner to acquire the necessary land or temporary access.

Public Perception and Outreach

The public expects infrastructure to simply work; they expect their roads and bridges to function properly, allowing them to travel to the places they need to go. As road professionals, WCRC staff knows that a lot of individual components go into making infrastructure “work,” but the public doesn’t always appreciate the nuance.

Public perception is a challenge for WCRC, and many road agencies, because the general public doesn’t understand what it does or really care about it until something isn’t working properly. Road agencies are not funded the same way as cities or villages, therefore the level of service provided is different. Public perception is also a challenge because the WCRC Board must make difficult decisions that make good engineering-sense but are unpopular or unwanted by individual property owners or specific groups.

WCRC, like most government agencies, struggles on the best method to “take the temperature” of the public. Often the people who are most vocal in opposition to a decision or program are a small minority of the 350,000 people who live in Washtenaw County. WCRC strives to make decisions that are the best for the entire public, not just the vocal minority. Another challenge when it comes to public perception is the challenge in reaching residents “off the grid”. There are still many rural areas in Washtenaw County that do not have easy access to high-speed internet. While WCRC has made significant progress in how it communicates, most of this progress has been made using digital channels like websites, email and social media.



One of WCRC's project managers discussing a project at a construction project open house

Innovation

The basic requirements of the road commission haven't changed much since it was founded in 1919, the community expects WCRC to build strong roads cost-effectively, that get travelers where they need to go daily. The way WCRC does its work *has* changed a lot in 100 years. WCRC staff are trained professionals in their areas of expertise and look for chances to innovate whenever appropriate. WCRC staff are often called upon to share their expertise at industry events throughout the year.

Roundabouts

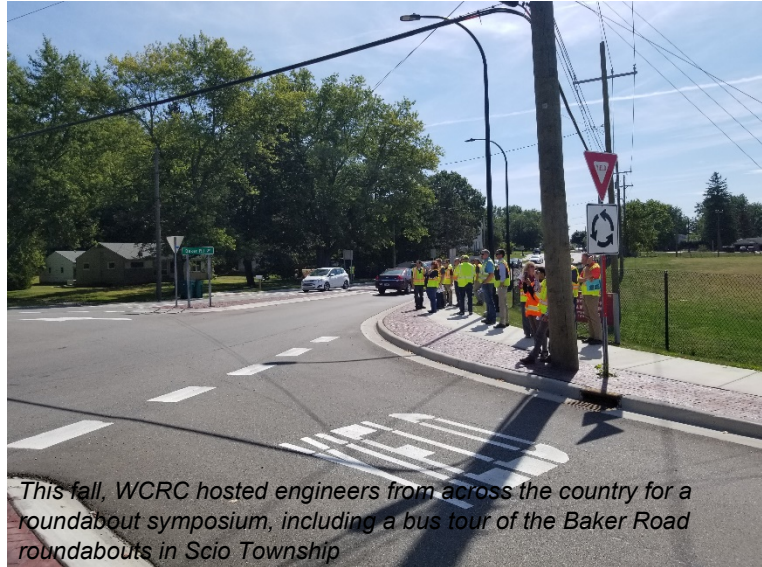
WCRC has become a state-leader in building roundabouts on county roads. There are 25 roundabouts (13 built by WCRC, nine built by MDOT and three built by the City of Ann Arbor) currently in Washtenaw County. WCRC is planning to construct five additional roundabouts over the next few years.

Roundabouts have been around a long-time internationally but are still relatively new in the U.S. In the early 2000's, WCRC staff began studying the successes of roundabouts in other

states/counties and began to advocate for their construction in Washtenaw County.

Roundabouts do take some getting used to for drivers unfamiliar with them. For the past five years, WCRC has been educating the public on how to use roundabouts, by partnering with local law enforcement agencies, schools, driver education programs, senior centers and more. For example, in 2016 and 2017, WCRC partnered with Mr. Nathan Bush's class at Saline High School to create public service announcement videos helping drivers better understand how to safely navigate roundabouts.

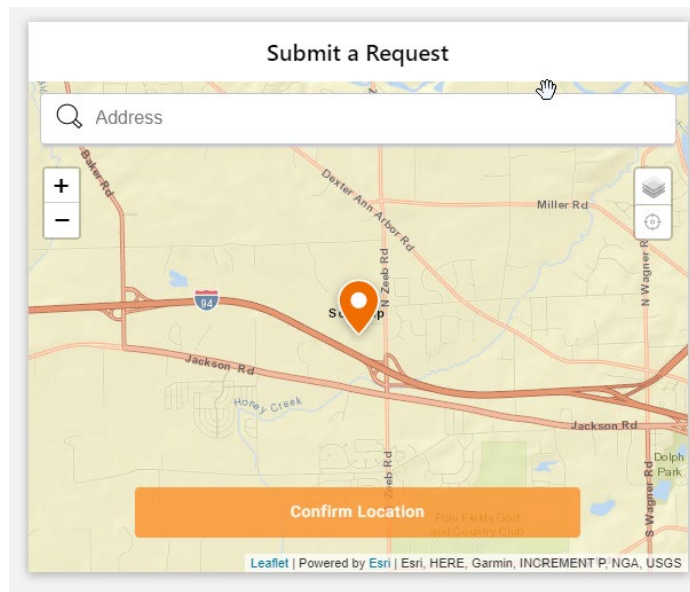
WCRC recently hosted more than 100 engineers from across the country, including 10 state department of transportations, for a roundabout symposium. The goal of this event was to share best practices. The group also toured two roundabouts in Washtenaw County to see what WCRC staff are doing right and what they have learned from WCRC's roundabout program.



This fall, WCRC hosted engineers from across the country for a roundabout symposium, including a bus tour of the Baker Road roundabouts in Scio Township

Online Road Issue Reporting via SeeClickFix

In 2016, after hearing feedback from the BOC and others, WCRC decided to invest in a five-year contract with SeeClickFix. This partnership allows anyone traveling on Washtenaw County roads to report a road issue using a computer or smart phone. Users can create a free account with SeeClickFix and track the progress of their request until it has been resolved. WCRC worked with SeeClickFix to develop an app, "WCRC Fix It" that can be downloaded on Apple or Android mobile devices and is used to report and track road issues. The program was officially rolled out in October of 2016 and since, WCRC has resolved more than 15,000 road issues.



So far in 2019, WCRC has closed 4,440 requests with an average time to acknowledge of 1.9 days and an average time to close of seven days.

WCRC was the first road commission in Michigan to partner with SeeClickFix. There are now at least three other Michigan road commissions considering or purchasing the program. The City of Ann Arbor and the City of Ypsilanti have also partnered with SeeClickFix for their own request systems.

Online Permitting with Oxcart

Transportation permitting can be an arduous and paper intensive process, especially for cross-county moves. To help streamline the permitting process and make it easier for the transportation industry, WCRC partnered with Oxcart Permit Systems in 2017 to offer online transportation permits. Starting January 1, 2018, all transportation permits applications are required to be submitted remotely through a free account at oxcartpermits.com. This new process replaced an old-fashioned paper tracking system that varied county-by-county.

WCRC was one of the first Michigan road commissions to pilot this system and after a successful pilot, 34 Michigan road commissions are now using this system to streamline their transportation permitting process.

Since its rollout, more than 3,500 transportation permits have been approved in Washtenaw County through Oxcart Permit Systems, saving countless hours of time for permit applicants and staff.

Stormwater, Asset Management and Wastewater Grant

Asset management is the basis for project decision making at WCRC. As stated previously, WCRC utilizes Geographic Information Systems (GIS) software such as Roadsoft and ESRI ArcGIS to manage its infrastructure. In December 2017, WCRC received a \$1.3 million Stormwater, Asset Management, and Wastewater (SAW) Grant from the Michigan Department of Environmental Quality, now the Michigan Department of Environment, Great Lakes, and Energy (EGLE) to develop a Stormwater Asset Management plan over a three-year period.

WCRC is in the process of developing such a plan and has already started to survey and clean out parts of its storm water system in the summer of 2019.

Green Infrastructure

In partnership with the Washtenaw County Water Resources Commissioner's Office (WCWRC), WCRC has started to implement several green infrastructure elements on select projects. These elements include rain gardens, leaching basins and infiltration swales for a project's storm water management system. The goals are to improve storm water quality and increase infiltration/absorption into the ground.

Example: In 2018, WCRC partnered with Ypsilanti Township, Ypsilanti Community Utilities Authority (YCUA) and WCWRC to reconstruct a section of Harris Road as a complete street, including the placement of rain gardens to help with storm water management.



In partnership with WCWRC and Ypsilanti Township, rain gardens were installed during the reconstruction of Harris Road, summer 2018

Preparing Infrastructure for Autonomous Vehicles

With the University of Michigan's Mobility City, the American Center for Mobility and Washtenaw County's proximity to the Motor City, autonomous vehicle development is a critical part of WCRC's future planning. Over the past 5 – 10 years, WCRC has begun to focus on creating a traffic signal network that can work with various autonomous vehicles and other "smart" infrastructure.

Example: WCRC has started to deploy an Advanced Traffic Management System (ATMS) over its wireless communication network. This system allows WCRC to wirelessly manipulate signal timings, store and archive signal timing data, and create and monitor vehicle progression across WCRC's system.

The current infrastructure includes 70 signalized intersections with National Transportation Communication for ITS Protocol (NTCIP) traffic controllers and installing 5.8 GHz frequency broadband wireless radios communicating to a licensed 11 GHz frequency microwave wireless backhaul radio system. This deployment includes the Kimley-Horn Integrated Transportation System (KITS) central software package to communicate on a second-by-second basis with WCRC and MDOT signalized intersections.

In another part of this effort, WCRC is strategically investing in a system to communicate with other agencies' systems throughout Washtenaw County to give each agency the tools and protocols to create "borderless roadways", which will help reduce congestion and help manage incidents and events. This will eventually include the addition of state-of-the-art-technology, like transit signal priority and emergency vehicle preemption which will be able to recognize transit vehicles and emergency vehicles and seamlessly change the traffic signals in its path.

Through this deployment WCRC has also developed a partnership with Traffic Technology Services, Inc, a private company that utilizes WCRC's system to provide traffic signal information to the infotainment systems of manufacturers like AUDI, KIA and others. WCRC is very excited about the future of connected and autonomous vehicles and feel the planned strategic investments puts Washtenaw County in a good position for this technology.



WCRC has 70 signalized intersections across the county that are part of an Advanced Traffic Management System

Non-Motorized Infrastructure

WCRC has been pleased to partner with numerous townships, the Washtenaw County Parks and Recreation Commission (WCPARC), the University of Michigan, Washtenaw Community College (WCC) and local school districts on non-motorized pathways and sidewalk grant projects. These grants are competitive applications in the SEMCOG (Southeast Michigan Council of Governments) region or statewide. These grants have resulted in millions of dollars of investment into multi-modal travel in Washtenaw County.

Recently completed or active construction of non-motorized partnership projects include:

- Huron Waterloo Trail, Phase 1A along M-52 from Werkner Road to Green Lake Campground in both Sylvan Township and Lyndon Township.
- Dexter-Chelsea Road pathway from Freer Road to just west of Lima Center Road in Lima Township.
- Border-to-Border Pathway Segment D2 along Huron River Drive from the Dexter-Huron Metropark to Zeeb Road in Scio Township.
- Huron Waterloo Trail, Phase 1B along M-52 from Green Lake to North Territorial Road in Lyndon Township.
- WCC pathway on its campus adjacent to Huron River Drive from Clark Road to the WCC signalized driveway across from the Health and Fitness Center
- Dixboro-Matthaei Trail from Parker Mill Park to the University of Michigan Matthaei Botanical Gardens in Ann Arbor Township



Partnerships and Collaboration

WCRC is successful, in part, due to strong partnerships with local communities, state departments, other governmental agencies, non-profit and professional organizations.

Townships

Townships are by far the strongest partners of WCRC. Between 2009 – 2018 townships have contributed an average of \$5.8 million each year to improve the local road system. Most of these projects are preventative maintenance projects such as crack sealing, chip sealing and asphalt or limestone resurfacing with associated drainage improvements. See Appendix J for a table of township contributions over the past 10 years.

For more information on the local road program, see page 23.

In addition, several townships have funded significant projects on both local and primary roads.

Examples: In 2019, Salem Township has paid over \$3.5 million for WCRC to reconstruct a section of Chubb Road and 5 Mile Road. These were unpaved roads with significant commercial traffic and are being rebuilt with hot-mix asphalt to accommodate heavy trucks.

In 2019, Pittsfield Township partnered with WCRC to complete nearly \$4 million in local road resurfacing projects on subdivision roads. WCRC was able to incorporate this work into its annual countywide paving program, providing significant cost savings to Pittsfield Township.

In 2018, York Township funded improvements to Moon Road from Willis Road to Bemis Road that included pulverizing and resurfacing the one-mile stretch of county primary road. WCRC was able to incorporate this work into its annual countywide paving program.

Scio Township created a Downtown Development Authority (DDA) in the late 1980s for infrastructure improvements within the DDA district. Using this funding mechanism, the Scio DDA was able to work with WCRC to construct over four miles of concrete boulevard with enclosed storm sewer, dual watermains and sanitary sewer improvements along Jackson Road from Baker Road to Wagner Road.

WCRC has also supported several townships on residential and business park road projects using the special assessment district (SAD) process. WCRC staff has become proficient in the complicated statutory process necessary to create a SAD and has assisted townships through education and by holding public meetings. Since 2009, five townships have used SADs to fund improvements in 12 neighborhoods and business parks throughout the county.



Under MDOT restrictions, townships are not eligible to receive federal transportation funds. However, there are several federal transportation funding sources that are of particular interest and benefit to townships including the Transportation Alternatives Program (TAP) and Community Development Block Grant (CDBG) program. Since WCRC is eligible to receive these types of funds, WCRC frequently acts as the grant applicant on behalf of the township and then becomes a pass-through agency to allow townships access to these federal transportation funds for the betterment of their communities.

In early 2019, the Washtenaw BOC identified 'review of WCRC structure' as an item on their calendar of deliverables. In response, five townships have passed resolutions of support to maintain the current WCRC and keep WCRC as an independent organization. These townships include Dexter, Manchester, Superior, Webster and York. See the resolutions in Appendix K. During the 2013/2014 review process, four townships passed resolutions of support of WCRC's structure, including, Dexter, Pittsfield, Scio and York.

Washtenaw County Departments

WCRC works closely with many Washtenaw County departments including the Water Resources Commissioner's Office (WCWRC); the Parks and Recreation Commission (WCPARC); the Sheriff's Office, Emergency Operations Center, Homeland Security Taskforce, county dispatch, 800 MHz Radio Consortium, County Finance and the Office of the Treasurer.

Water Resources Commissioners Office

Good drainage is a priority throughout the county and the drainage systems of both WCRC and WCWRC are closely intertwined. Many road ditches outlet to or become county drains. Roads frequently cross county drains. And in areas with enclosed storm sewer it is even more complicated to determine ownership. WCRC and WCWRC work closely together regardless of whether it is cleaning out drainage structures, replacing crossroad culverts or partnering on the financing of road and drain projects. WCRC and WCWRC have a memorandum of understanding for road projects on the type of stormwater management that will be expected by both organizations and both agencies are committed to using best management practices wherever practical.

Washtenaw County Parks and Recreation Commission

WCPARC has become a close partner through non-motorized project development and construction. The Border-to-Border (B2B) Trail now has state backing as part of the Iron Belle Trail network making it eligible for multiple sources of federal and state funding. WCPARC has leveraged these funds with significant private donations and is making great progress with this 70-mile project.

WCRC has played a key role in obtaining and assisting with these federal and state funds and is often the grantee on behalf of WCPARC. WCPARC also receives 20% of the county road and non-motorized millage monies (approximately \$1.5 million per year), so there is a close partnership between the agencies to work toward execution, renewal and restoration of this essential funding source. WCRC has also participated on the WCPARC greenway advisory committee which makes recommendations for Connecting Communities grants to townships, cities and villages.

In addition, Road Commissioner B. Fuller serves on the WCPARC Board as the road commission representative.

Emergency Responders

WCRC partners extensively with the Sheriff's Office and other emergency response agencies in the county. For more details on this partnership, see page 43.

County Finance and Office of the Treasurer

WCRC works closely with both County Finance and Office of the Treasurer. Since WCRC is a component unit of government, our financial information must be included in the county's annual Comprehensive Annual Financial Report (CAFR). WCRC staff works very closely to coordinate annual audits and typically exceeds any mutually agreed upon deadlines to provide financial information. Because of the county's deadlines, WCRC has one of the earliest audits in the state. WCRC is also involved with seeking reimbursement for county millage work for all municipalities.

WCRC is a participant in the county's pooled investments. By pooling financial resources, this allows the Office of the Treasurer to invest in longer-term securities for better rates of return. WCRC receives monthly statements and balances its portion of the pool, to the penny, every month. WCRC also submits its bi-weekly expenditures to the Office of the Treasurer and they wire the funds to WCRC's checking account to ensure sufficient funds are available to cover all expenses.

Other Local Communities

In Washtenaw County, most county roads start and stop at city and village borders. As a result, WCRC works closely with cities and villages to ensure that these critical transition points operate smoothly for motorists. Recent projects include the Baker Road/Shield Road and Baker Road/Dan Hoey Road roundabouts which were a joint project with the City of Dexter and Dexter Community Schools; traffic signals at Liberty Road/Scio Ridge Road, Ellsworth Road/Platt Road and the roundabout at State Road/Ellsworth Road with the City of Ann Arbor and a planned roundabout at Textile Road/Woodland Drive with the City of Saline.

In addition, joint services are provided when appropriate, including additional paving. For example, WCRC partnered with the City of Saline to conduct additional paving on Ann Arbor-Saline Road at Woodland Drive and WCRC performs traffic signal maintenance for the City of Milan.



The roundabout at State Road and Ellsworth Road (Pittsfield Township) built in partnership with the City of Ann Arbor

Michigan Department of Transportation

WCRC holds a maintenance contract with the Michigan Department of Transportation (MDOT) for 598 lane miles of state trunkline roads. This work includes winter maintenance, pothole patching, guardrail repairs and other work authorized by MDOT. In addition, WCRC has partnered with MDOT on road improvements that benefit the local community.

In 2017, the American Center for Mobility (ACM) built a facility near Willow Run Airport which involved extensive partnering with MDOT, WCRC, Ypsilanti Township, WCWRC and the Ypsilanti Community Utilities Authority (YCUA). Ultimately, WCRC worked with MDOT on its first 'design-build' project for improvements to US-12 and Wiard Road as well as a test track for ACM.

MDOT recently allocated \$8 million for additional improvements to US-12 in 2020 that will right-size the infrastructure in the vicinity of the West Willow neighborhood and address pedestrian and vehicle safety concerns. With its close community ties, WCRC agreed to administer this project on behalf of MDOT, and in partnership with Ypsilanti Township. This project is currently in the planning/design phase and is scheduled for 2020 construction.



Private Sector

WCRC works closely with the private sector to maximize improvements to the county road system. As developments move through the planning approval process coordinated by multiple governmental organizations including townships, WCWRC and other permitting agencies, the developer determines the impact of the development on infrastructure such as the county road system and improvements necessary to support it. Through close partnership, many developers elect to construct road improvements to support their site with satisfactory traffic operations.

Other Governmental Agencies and Non-Profit Organizations

Whether it's non-motorized pathways, utility work, emergency services and first responders, transportation planning or insurance and pension programs, WCRC partners with a variety of other governmental agencies and non-profit organizations. These organizations include:

- The University of Michigan
- Washtenaw Community College
- Huron-Clinton Metroparks
- Huron Waterloo Pathway Initiative (HWPI)
- Ypsilanti Community Utilities Authority (YCUA)
- Emergent Health/Huron Valley Ambulance
- Washtenaw Area Transportation Study (WATS)
- Southeast Michigan Council of Governments (SEMCOG)
- Municipal Employees' Retirement System of Michigan (MERS)
- Michigan County Road Commission Self-Insurance Pool (MCRCSIP)
- County Road Association Self-Insurance Pool (CRASIF)
- American Red Cross for quarterly community blood drives



WCRC employee donating blood during quarterly community blood drive

Professional and Industry Organizations

WCRC staff are heavily involved with and hold leadership positions with many professional associations. The County Road Association of Michigan (CRA) is an association of county road agencies which helps its members promote and maintain a safe, efficient county road and bridge system, including stewardship of the county road right-of-way, in rural and urban Michigan. WCRC staff are currently on the CRA nominating committee, engineering committee, public relations committee and previously chaired the negotiating committee. WCRC is involved in the Southeast Council of CRA where it works closely with its neighboring road agencies. Through CRA, WCRC has developed a strong relationship with Lenawee County Road Commission, where WCRC staff has collaborated on training opportunities and support services.

Other professional and industry organizations with WCRC participation include:

- American Society of Civil Engineers (ASCE)
- American Public Works Association (APWA)
- Institute of Transportation Engineers (ITE)
- Intelligent Transportation Society of Michigan (ITS Michigan)
- International Municipal Signal Association (IMSA)
- Greater Ann Arbor Society for Human Resource Management (GAASHRM)
- Superintendents Association of Michigan (SAM)
- The Governor's Traffic Safety Advisory Commission – Traffic Safety Engineering Action Team

Appendix A

Summary of Findings from Greg Dill and Diane Heidt

Articles from the Ann Arbor Chronicle detailing the 2013/2014 review of the Washtenaw County Road Commission's structure.

Washtenaw County/Washtenaw County Road Commission Infrastructure Collaboration Opportunities and Approach

Washtenaw County has partnered with many local entities in order to share services or infrastructure. The partnerships focus on saving taxpayer dollars overall and saving money or expanding capacity for each partner. This is done by looking for opportunities to reduce duplication of infrastructure, taking advantage of larger scale operations, combining services and being better together, offering services where one entity has expertise to share, and/or joint purchasing. Washtenaw County Office of Infrastructure Management has reviewed current operations and has developed a list of services that could be delivered to the Washtenaw County Road Commission on a collaborative basis.

Technology

Infrastructure Management currently provides outsourced technology support to several local governments and this model could be extended to Washtenaw County Road Commission (WCRC). This support model would effectively make the WCRC a part of the County's technology infrastructure. Services include and would provide desktop management and support, network, data center, helpdesk and backup services. The County Windows desktop would be managed like all County employee desktops with remote management, patch management and packaged application installation. Application support would be negotiated on a per application basis depending on OIM knowledge of applications and availability of external vendor support. Telecommunications support could also be evaluated for inclusion.

The standard model for cost sharing is that the County provides a base fee per PC or user which includes service and the customer pays capital costs for equipment and software. Equipment is purchased by the County and billed back to the customer so that cost savings on County contracts are realized and standardization enables support.

Network connection would be through a new physical fiber-optic connection between the WCRC main office at 555 N. Zeeb Road to the County's building at 705 N. Zeeb Road.

Before moving forward, an assessment phase would commence where numbers of staff, PC's, servers, applications, existing licensing and other background information are examined and quantified.

Building Maintenance/Operations

Washtenaw County's building maintenance process could be extended to WCRC buildings. WCRC building assets would be included in the County's asset management system and placed on a preventative maintenance schedule. WCRC would use the County's help desk for work requests. Infrastructure Management will provide planned and proactive building maintenance. Desired outcomes includes, clean, safe and well-maintained infrastructure that is comfortable and functional for both staff and customers.

Capital improvement schedule including the development of a comprehensive 20 year schedule to ensure proper maintenance of all facilities addressing the large capital equipment

infrastructure and building systems. Asset management will be provided to all capital equipment, systems tracking and operational trending of environmental systems through our Asset management and environmental controls systems.

Building operations will also build and or support productive work space, respond to changing service delivery requirements and improve the sustainability of internal operations. Develop programs to reduce energy, increase recycling, and improve infrastructure. Manage economic and environmental impacts of energy, water, and physical resource needs, provide mail delivery services, manage outdoor grounds maintenance (lawn mowing and landscaping) services

Further Research Required

Further information required to determine feasibility and costs:

- Number of Buildings
- Square footage
- List of existing building assets
- Number of staff
- Number of PC's
- Number of Servers
- Network infrastructure
- Locations other than 555 N. Zeeb requiring

HUMAN RESOURCES / LABOR RELATIONS

220 NORTH MAIN STREET, P.O. BOX 8645

ANN ARBOR, MICHIGAN 48107-8645

(734) 222-6741

FAX (734) 222-6758

MEMORANDUM

TO: Alicia Ping
Washtenaw County Commissioner

FROM: Diane Heidt
Human Resources / Labor Relations Director

RE: Duplication of Service Review – Washtenaw County Road Commission

DATE: February 13, 2014

Background

In October, 2013, a subcommittee was established to explore partnerships and organizational interactions with the Washtenaw County and the Washtenaw County Road Commission.

As such, Washtenaw County Human Resources were charged with reviewing the Washtenaw County Road Commission organizational structure to determine if any duplication of services exists with Washtenaw County Government.

A review of the following resources was completed:

Organizational Chart – as of 10.10.2013

Job Descriptions – Engineering, Operations & Administration

Union Collective Bargaining Agreements

- AFSCME Local 2733 – Road Commission Unit – 4.9.2012 – 4.8.2015
- Teamsters Local #214 – 8.7.2012 – 8.6.2015

MERS and Retiree Health Care Actuarial Reports

Property Report

2013 / 2014 Budgets

The mission of the Washtenaw County Road Commission is to maintain a road system that is reasonably safe and convenient to the traveling public.

Under the direction of three (3) Road Commissioners and a Managing Director, there are a total of 130 FTE (full-time equivalents) that have been Board of Road Commission approved. The Road Commission structure is similar to that of a large department within Washtenaw County Government, with three (3) functional areas, namely **Administration**, **Operations** and **Engineering**. Within each of these areas are complex and a multitude of daily operations.

Administration provides all of the support functions to and for the organization, including the Board of Road Commissioners, Finance and Budgeting, Payroll, Human Resources and Employment Relations, Public Information / Community Relations, as well as Information Technology.

Currently staffed with 89 employees, **Operations** is responsible for the day-to-day maintenance and upkeep of all County roads and the Michigan Department of Transportation's state trunklines. This area also manages five (5) maintenance yards, six (6) gravel pits, a brine well, and approximately 150 pieces of road equipment.

The 33 employees currently working in **Engineering** provide engineering and technical services for road improvement projects on the County road system. These services include Construction, Design, Permits, Planning, Right-of-Way, Subdivisions, Survey, and Traffic & Safety.

According to the Road Commission, they currently maintain approximately 1,649 miles of certified roads in the county road system; out of these total miles, 770 are gravel roads. There are 111 bridges and more than 2,000 culverts also maintained by the agency; and in addition, the Road Commission is contracted by the Michigan Department of Transportation to maintain approximately 580 lane miles of State Trunkline. All primary (590 miles) and local (1,059 miles) public roads in Washtenaw County that are outside the cities and villages are maintained by Road Commission crews, who provide such services as dust control, gravel road grading, snow removal, pavement resurfacing, storm drainage, tree removal and a variety of other services,

including but not limited to road and bridge construction, sign and signal maintenance, pavement marking and guardrail repairs.

Discussion

The Operations and Engineering functional areas each provide a unique set of services and outcomes for the citizens of the County. Each area appears to be very streamlined in providing leadership, technical resources and support staff to the functional area in which they serve.

Therefore, the only remaining area for duplication of services between Washtenaw County Government and the Washtenaw County Road Commission is in the area of Administration. As mentioned earlier, the Road Commission structure is similar to that of a large Washtenaw county Department, thereby necessitating the need for a department head, financial oversight and management, human resources, and well as information technology needs.

The Administration functional area provides all of these necessary support functions to the organization. Administration is responsible for managing a \$38+ million annual budget, of which approximately 2.11% (\$800k) is allocated to the support activities of the organization.

Outcome

In the event the Washtenaw County Road Commission was merged into the overall Washtenaw County Government organization, it would organizationally be established as a department operating a \$38+ million annual budget. There does not appear to be any additional or unnecessary functions occurring within the Administration budget that could be eliminated as a result of duplication of efforts. If such reduction/elimination was necessitated within the overall Administration budget, a review of service delivery standards would be recommended.

Further, and based on an overall review and analysis of the information provided, there exist many differences between Washtenaw County Government and the Washtenaw County Road Commission. The most prevalent are the revenue and State funding streams, overall cultural (e.g., hours of employment, policies & procedures, guiding principles, etc.), as well as health and pension benefit structures for employee groups and retirees. There also exists significant

unfunded accrued actuarial liability in the areas of health care and pension. Such unfunded liabilities would need to be assumed and budgeted for by Washtenaw County Government.

Therefore, from an organizational review of working systems, there does not appear to be any potential duplication of efforts between the two organizations that would result in a savings to the overall system if a merger occurred.

Cc: Verna McDaniel
Cross-Lateral Team

Group Explores Road Commission's Future

Subcommittee formed by Washtenaw County board discusses range of options to secure more funding for roads – including possible countywide tax – and to improve coordination of transportation planning

BY MARY MORGAN

DECEMBER 10, 2013 at 11 am

At its second meeting since being formed in early October, a subcommittee that's exploring the future of the Washtenaw County road commission met on Dec. 4 and discussed a variety of issues surrounding one central challenge: How to improve the condition of local roads.

The subcommittee was created by the county board of commissioners, which has the authority to appoint the three road commissioners but does not oversee the road commission's budget or allocation of funds. State legislation enacted last year opened the possibility of absorbing the road commission into county operations, which would give county commissioners direct control over funding and operations now administered by the road commission.

According to the County Road Association of Michigan, five of the state's 83 counties have merged their road commissions into the county government. Of those, the closest parallel to Washtenaw County in size and demographics is Ingham County, home to Lansing and East Lansing – where Michigan State University is located.

At the Dec. 4 meeting, there appeared to be universal agreement that more road funding is needed, but no clear consensus about the best way to achieve that goal. Conan Smith, a county commissioner representing District 9 in Ann Arbor, noted that there are more options to explore than just leaving the road commission unchanged, or absorbing it as a county department. He said he could almost guarantee that it wouldn't be the best option to have the county board become the road commission.

However, he argued that there are likely structural and procedural changes that can improve the coordination of countywide transportation planning and land use planning, and to ease the burden on rural townships for funding the maintenance of roads that are used by people throughout the county.

A variety of funding mechanisms were discussed on Dec. 4, including the possibility of the county board levying a countywide road millage under Act 283 of 1909 – which at this point seems unlikely – or putting a millage question on the ballot for voters to decide.

The Dec. 4 meeting drew more than two dozen observers, including two of the three current road commissioners, several township elected officials, and many road commission employees. The subcommittee plans to schedule another meeting for early January 2014, and is expected to complete its recommendations by the end of March.



York Township supervisor John Stanowski, center, talks with Washtenaw County commissioner Conan Smith, who represents District 9 in Ann Arbor. They are members of a subcommittee appointed by the county board to explore the future of the road commission. (Photos by the writer.)

Subcommittee Background

At their Oct. 2, 2013 meeting, Washtenaw County commissioners created a new seven-member subcommittee to “explore partnerships and organizational interactions with the Washtenaw County Road Commission.” Members appointed at that time included four county commissioners: Alicia Ping of Saline (R-District 3), Conan Smith of Ann Arbor (D-District 9), Dan Smith of Northfield Township (R-District 2) and Rolland Sizemore Jr. of Ypsilanti Township (D-District 5). Also appointed were three township supervisors: Mandy Grewal of Pittsfield Township, Ken Schwartz of Superior Township and Pat Kelly of Dexter Township. The Oct. 2 resolution stated that the subcommittee would be chaired by the county board’s vice chair. That position is currently held by Ping.

Also on Oct. 2, the county board had approved an amendment to that resolution – proposed by Conan Smith – to give the subcommittee a \$10,000 budget for possible research or travel costs to bring in experts on the issue. The action came late in the evening, over objections from Andy LaBarre (D-District 7), who said the budget wasn’t needed and didn’t look good being amended into the resolution so late.

The resolution was also amended to put a timeframe on the work, directing the subcommittee to report back to the board no later than March 31, 2014. The final vote on the overall resolution, as amended, passed over dissent from LaBarre and Kent Martinez-Kratz (D-District 1).

Grewal resigned from the subcommittee in mid-November, and on Nov. 20, 2013 the county board appointed York Township supervisor John Stanowski to the subcommittee.

Doug Fuller, who chairs the road commission, had been asked to join the subcommittee, but declined. He agreed to act as a liaison from the road commission to the subcommittee, however, and has attended both subcommittee meetings to date.

In the past, county commissioners have discussed the possibility of expanding the three-member road commission, in part because of how its small size causes potential for violating the state’s Open Meetings Act. And some commissioners have floated the possibility of consolidating the road commission with overall county operations.

Currently, the road commission is a semi-autonomous entity that oversees the maintenance of about 1,650 miles of roads in the county that are outside of cities and villages, including about 770 miles of gravel roads. The organization employs 115 full-time staff, down from 156 in 2004.

The three road commissioners are appointed by the county board of commissioners, but decisions made by the road commission board do not require authorization by the elected county board of commissioners.

Current road commissioners are Doug Fuller, Barb Fuller – who was appointed on Oct. 16, 2013, to fill the remainder of a term following the resignation of Ken Schwartz – and Fred Veigel, who also is a member of the county’s parks & recreation commission. Barb Fuller and Doug Fuller are not related. The salary for road commissioners, which is set by the county board, is \$10,500 annually.

Public Commentary

The Dec. 4 subcommittee meeting was attended by more than two dozen observers, including a few township officials and many employees of the road commission. The meeting began with public commentary.

An employee of the road commission asked whether there would be hard facts about the money that would be saved by making the road commission a county department. Alicia Ping responded, saying that’s the purpose of the subcommittee – to evaluate the pros and cons, and make a recommendation to the county board of commissioners. She felt there was good representation on the subcommittee, with four commissioners representing different parts of the county, plus three township supervisors. The subcommittee is gathering information and will be analyzing that information to make its recommendation, she said.

Another employee urged the subcommittee to look at the issue from both sides. From the county’s perspective, the pros and cons might be different than from the perspective of the townships, for example.

Ron Smith, Bridgewater Township supervisor, said he was there because Doug Fuller – chair of the road commission board – had sent him an email asking him to attend. [Fuller, as chair of the road commission, had emailed all township supervisors to inform them of the meeting.] Smith said he’s interested in this exploration process, as a relatively new supervisor. He gets a lot of comments from people about roads and the road commission, and the township has a problem getting support for road millages, he said.

Part of the problem is the interface between citizens and “the orange trucks,” he said. “They see [road commission workers] doing things they don’t understand and don’t think is correct.” Smith said Doug Fuller had been kind enough to drive around the township with him for a couple of hours, explaining some of the work that residents had asked about. “So I’d like to see this exploration,” Smith said. “I think good things can come out of it.”

Smith noted that when he had worked in private industry, “I was the guy that went into broken companies and turned them around, or didn’t” – because not each project was a success, he said. He came to this area to work for Guardian Industries, to help fix issues at the Carleton plant. Some of the issues are the same at the road commission, he added. “I watch the orange trucks drive by and I say, ‘What are they doing? Why are they doing that?’” For example, in Bridgewater Township, which is primarily rural, a worker with a shovel would be more effective than a grater in many cases, he said. So he’d like to explore the road commission’s management, and how it manages work in some of the county’s rural townships.

Subcommittee Discussion

Pat Kelly, Dexter Township’s supervisor, pointed out that the pros and cons of potentially absorbing the road commission into the county operations involve much more than money. Obviously, money is always a part of it, she said, but it’s not the only factor.



Washtenaw County commissioner Rolland Sizemore Jr.

Dan Smith, who represents District 2 on the county board, agreed that money is a consideration. “But it’s certainly for me not a motivating factor.” The road commission is already a very efficient organization, he said, and they run a very tight ship. At any large organization, there is always money that can be saved and efficiencies to be gained, he added. But he didn’t think there was a lot of money to be saved in this case.

Conan Smith, a county commissioner representing District 9 in Ann Arbor, said there are more than two options to explore. There are more options than just leaving the road commission unchanged, or absorbing it into the county operations. He said he could almost guarantee that it wouldn’t be the best

option to have the county board become the road commission.

Rolland Sizemore Jr. – who represents District 5, which includes Ypsilanti Township – said his only problem with the road commission is “I think your PR is terrible.” But now that Roy Townsend is managing director, Sizemore added, “It’s changed 100%.” The road commission hasn’t done a very good job letting people know what they do, he said. Certain employees don’t answer their emails, Sizemore complained – perhaps because “they’ve got the Ann Arbor attitude, that they don’t have to,” he added.

Sizemore said he’s not willing to take over the road commission. He agreed with Dan Smith, that he didn’t think it would save a lot of money to do that. “I think we need to work closer together on some items,” he said, and the PR needs to be improved. He reported that he’s talked with other road commissions in Michigan. “They all tell me the same thing,” he said. “If it’s political, the county will take them over. If it’s economical, the county leaves them alone.” The road commission and county board both need to do a better job of PR, because now residents look at government as the enemy, Sizemore said. He thinks it’s getting better under Townsend’s leadership.

Sizemore added that he might be willing to increase the size of the road commission’s board from three members to five, but he hadn’t yet decided about that.

Subcommittee Discussion – Membership Change

Alicia Ping, who chairs the subcommittee, noted that Mandy Grewal, Pittsfield Township supervisor, had submitted a letter of resignation from the subcommittee. Grewal’s letter, dated Nov. 12, was included in the meeting packet of materials, and stated:

I am writing to recuse myself from the Committee established by the Washtenaw County Board of Commissioners to review the operations of the Washtenaw County Road Commission.

I appreciate the opportunity to serve and hope to be able to volunteer my services for the continued improvement of our community another time in the future.

Based on minutes from the subcommittee's first meeting on Oct. 29, Grewal did not attend.

By way of background, Pittsfield Township is currently embarking on a major project to upgrade South State Street. The township has created a corridor improvement authority (CIA) that will use tax increment financing (TIF) to help pay for it, as a local match to secure federal funds. On Nov. 6, 2013, the county board approved a tax-sharing agreement that outlines the county's participation in that project. Township officials have indicated that one reason they pursued a CIA approach was that the road commission had decided not to provide funding for the project.

At the Dec. 4 subcommittee meeting, Ping also noted that the county board had made an appointment on Nov. 20, 2013 to replace Grewal with York Township supervisor John Stanowski. Ping offered the opportunity for Stanowski and other subcommittee members to introduce themselves.

Stanowski said that most of his career had been spent as a prosecutor. It's his first term as supervisor of York Township, which is located in the southern part of the county, southeast of Saline. [He was elected in November 2012.] He described York Township as a conservative community. "I tend to be a curmudgeon when it comes to spending money. I have basically conservative views on most things, and I tend to be outspoken when I feel that something's not right."

Regarding the road commission, Stanowski said he had no preconceived notions, but he did have some ideas. "I've got a tabula rasa – a clean mind."

Other subcommittee members introduced themselves. County commissioner Dan Smith – whose district covers a portion of northern Ann Arbor, as well as the townships of Ann Arbor, Northfield, Salem, Superior and Webster – noted that he previously served on the Northfield Township board of trustees, "so I'm familiar with the townships and their view on roads as well."

Dexter Township supervisor Pat Kelly noted that the subcommittee has only met once before, and that first meeting had been a short one – so Stanowski hadn't missed a lot, she said. The subcommittee doesn't have a clear direction yet, she said. "That's one of the first things we need to do."

Referring to Ron Smith's public commentary, Kelly said she didn't view the subcommittee's role as trying to figure out what the road commission's orange trucks are doing or not doing. The subcommittee needs to identify the best process to get those answers. "I don't think we're here to run the road commission or even to figure out why people don't answer their emails," she quipped, referring to Rolland Sizemore Jr.'s complaint.

Ping said she felt the subcommittee had a good balance of perspectives, and she thought that members would bring history, expertise, and representation on the question of what's best for the county residents. Nothing is preconceived, Ping said.

Ping, whose district covers most of southern and southwestern Washtenaw County, also noted that the county is not currently running the road commission. That's still the job of managing director Roy Townsend, overseen by the three-member road commission board, she said. [Two of those three members



County commissioner Alicia Ping, who chairs the county board's exploratory subcommittee on the road commission.

– the chair, Doug Fuller, and the newest member, Barb Fuller, attended the Dec. 4 subcommittee meeting. The third road commissioner is Fred Veigel.] A previous road commissioner, Ken Schwartz, was recently was appointed as Superior Township supervisor and serves on the subcommittee.

Other elected officials at the meeting to observe included Ron Smith, Bridgewater Township supervisor; Scio Township supervisor Spaulding Clark; and Webster Township supervisor John Kingsley.

Ann Arbor Township supervisor Mike Moran did not attend the Dec. 4 meeting, but had sent an email to Ping outlining the township's position. From the email, dated Nov. 13:

Ann Arbor Charter Township has discussed the proposal that the Washtenaw County Road Commission be dissolved and its functions be folded into the Washtenaw County Board of Commissioners in some fashion. No member of the Board of Trustees supports that proposal and the Board has asked me to convey that opinion to you and the County Board of Commissioners. Thank you for all of your work on behalf of Washtenaw County.

Subcommittee Discussion – Information Gathering

Alicia Ping reported that she has asked Diane Heidt, the county's human resources and labor relations director, to look at whether there are duplications in employee positions at the road commission and the county. That might be one area that could provide cost savings, Ping said. She asked subcommittee members whether there is other information that they'd like to collect.

John Stanowski asked whether it's the opinion of the county board that there's a problem with the road commission. Is the problem with the structure or administration? he asked. Or are cost savings the main concern? He wanted to know what the problem was, so that the subcommittee could work toward a solution.



Pat Kelly, Dexter Township supervisor.

Ping replied that this process was undertaken as a result of state legislation that aims to eliminate duplication and encourage consolidation of government units. The legislation – Public Act 15 of 2012 – gave county boards the authority to absorb independent road commissions. Previously, that wasn't allowed. The law sunsets at the end of 2014, however, so the subcommittee was created to evaluate whether that's a good move for Washtenaw County.

Conan Smith framed the question not as what problem needs to be resolved, but rather what opportunities are possible, and how can the structure be improved. When he was county board chair, he said, there was discussion about expanding the number of road commissioners so that there was more representation there. It evolved into a

discussion of whether that representation should be geographic, he recalled – guaranteeing that there are spots for rural or urban townships on the road commission, for example.

[By way of background, over three years ago – at its July 7, 2010 meeting – the county board held a public hearing on the issue of expanding the road commission board. Conan Smith was chair of the board's ways & means committee that year. Jeff Irwin, who was a county commissioner at the time, had indicated an intent to make a formal resolution on the issue, but the expansion effort did not move forward. About a year later, when Smith was board chair, the issue arose again, this time related to a possible countywide millage under Act 283. The county board did not ultimately act on that, either. For additional background, see Chronicle coverage: "Commissioners Discuss County Road Tax," "County Postpones Action on Road Millage," and "County Road Proposal Gets More Scrutiny."]]

At the Dec. 4 meeting, Conan Smith posed this question: If the road commission were designed for 2010 instead of 1910, "how would we do it differently today?" The state legislature has offered the opportunity to think about that, and maybe the answer is that it's perfect the way it is, he said. "I for one

would argue that there are things that we can be doing better.” Some of that is related to structure and processes, he said.

Stanowski said it’s his opinion that if some things aren’t broken, don’t try to fix them – “because you’ll only make it worse.” If the subcommittee can come up with economic efficiencies, he said, perhaps that can be achieved under that existing governance structure.

Ping agreed, noting that there are options other than the two extremes of leaving things unchanged or absorbing the road commission into the county. “It’s not black or white – there’s a whole gray spectrum.” She described the subcommittee’s work as a “three-month SWOT analysis.” [SWOT refers to a planning method used to evaluate strengths, weaknesses, opportunities, and threats.] Based on that, the subcommittee will write its recommendation, she said.

Stanowski said he’s looking at the issue from the township’s point of view. York Township has about 36 miles of roads. His concern is whether big government should take over and relinquish townships to a minor position. “We may not have the population, but we have the roads,” he said. It wouldn’t be fair to have three road commissioners from the city and just two from the townships, he added. Stanowski said he wouldn’t be comfortable expanding the road commission membership unless the townships could have the majority of positions.

Pat Kelly, Dexter Township supervisor, said the subcommittee also needs to explore whether they need the new state law in order to expand the membership of the road commission. Her personal view, she said, was that expansion could be done without the new state legislation. Conan Smith agreed that if the road commission board were expanded to five members, the county board wouldn’t need the new state law to do that. But if they wanted to expand membership to seven members, it would require that new legislation.

Dan Smith pointed out that the subcommittee had been charged at recommending one of three things. One possibility is to recommend no changes, he said. It might be that after the subcommittee analyzes the information it gathers, it decides that any changes would make things worse, on balance. Another possibility is to expand the number of road commissioners from three to five, under the law that’s existed for many years. The third option, which is only available through 2014, is for the county government to absorb the duties and responsibilities of the road commission, he noted.

If the subcommittee recommends absorbing the road commission, then the next question is: “What does a road department look like as part of county government?” Dan Smith said. In that context, there are many scenarios that could take place. But he said the feedback he’s getting from township officials and residents is that the road commission is generally working pretty well, and he’s not interested in fixing something if it’s not broken.

Rolland Sizemore Jr. said his goal is to figure out how the road commission and the county can work together better. There are things that the county can do to improve, too. He again encouraged more PR and education about the road commission’s work.

Subcommittee Discussion – Funding Sources

Alicia Ping told subcommittee members that at some point, she wanted to talk about the road commission’s capital improvement plan (CIP), and what the commission would do if it had adequate funding. She noted that the county board is the only entity that could levy a countywide millage for roads, or put a countywide millage on the ballot. Or it might be the county board’s role to help townships understand how they could levy their own local road millage, she said. There are some communities that currently provide their own funding for roads, she added. Ypsilanti Township decided to use bonds for road repair. Scio Township is funding road improvements through a special assessment district. Pat Kelly said that Dexter Township is looking into that possibility as well.

Ping wanted to see how the county could be a resource to help communities get additional road funding, or to help them generate funding for themselves.

At the end of the day, Dan Smith said, it’s about fixing the roads, and finding mechanisms to do that. For the vast majority of people in the county, what happens to the road commission’s organization and structure is “insider baseball,” he said. Everyone in the room and on



the subcommittee cares about the organization and structure, he added, but most people would say they just want the roads fixed.

So that raises the question about financing, Dan Smith said. The county board has the authority to levy an Act 283 tax, he noted, and townships have the authority to seek a levy under Act 51 or a special assessment district. The townships could get upset and decide not to turn over their Act 51 money to the county, if the county absorbs the road commission, he said. The underlying issue for anything that the subcommittee recommends should address how it helps fix the roads, Smith concluded.

Kelly responded, saying that so far, she didn't see any way that the county could help the townships regarding the roads. The road commission helps the townships get things done, she said, noting that she has many of the phone numbers for road commission employees on her speed dial.

Kelly reported that the township gets Act 51 funding that in turn the road commission uses on roads. But it's not sufficient to cover everything, she said, so Dexter Township has made a decision to spend its Act 51 funding only on its main roads. And that's why the township is considering a special assessment district to pay for other roads.

Conan Smith asked whether a township is the unit of government that should bear the responsibility for the maintenance of all roads in its jurisdiction. Should taxpayers in Dexter Township, for example, be the only ones to pay to maintain those roads? People across the county all should share in the burden of making sure the whole county's transportation network is robust and well-maintained, he said.

But there's a structural problem that exists between the road commission and the county board of commissioners, and how transportation decision-making is made, Conan Smith noted. The city of Ann Arbor, which he represents, gets Act 51 money and also has a street millage, so the city takes care of its own roads. "Where's the argument for a citizen of Ann Arbor to vote for a countywide road millage?" he asked. Kelly replied: "There isn't one."

That's right, C. Smith said. But if people start rethinking that structure, "we can start to deconstruct that mentality and find ways that we can collectively invest." He noted that he's in Dexter Township a lot – he drives on those roads, and wants them to be well-maintained. As another example, Smith said his Ann Arbor constituents who are recreational bicyclists and cycle out to the county's rural areas complain about the chip seal that's used on roads. "But they're not motivated right now to put additional money into making that a better system, because they don't see a way to influence it effectively," he said. Those are the kinds of opportunities to explore, he added, that might deliver more money into the system overall.

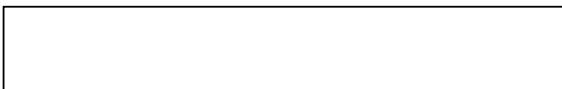
Roy Townsend, the road commission's managing director, reported that the commission had recently passed its final 2013 budget as well as the 2014 budget, which he said he could provide to subcommittee members for their next meeting. [[.pdf of Dec. 3, 2013 road commission board packet, which includes 2013 budget analysis and 2014 draft budget.](#)]

There's also a list of projects planned for the next five years, Townsend said, as well as a list of projects that aren't being done because funding isn't available. That unfunded list is a lot larger, he added. [[.xls file of 2014-2018 CIP with funded projects](#)] [[.pdf of unfunded projects 2014-2018](#)]

Townsend and Doug Fuller had presented some of this information to the county board, as part of the road commission's annual plan, at a Nov. 21, 2013 working session. Subcommittee members had also been provided with additional financial material, to help in their analysis. [[.pdf of 2013 road and bridge projects](#)] [[.pdf of 2014 projects](#)] [[.pdf of 2013 2Q budget update](#)] [[.pdf of 2012 WCRC audit](#)] [[.pdf of WCRC property appraisal](#)] [[.pdf of township contributions to roads 2011-2013](#)] [[.pdf of 2012 retiree health care valuation report](#)] [[.pdf of 2012 actuarial valuation report Municipal Employees' Retirement System \(MERS\)](#)]



Roy Townsend, managing director of the Washtenaw County road commission.





Barb Fuller, one of three Washtenaw County road commissioners.

Townsend noted that two year ago, he and Ken Schwartz – who served as a road commissioner at the time – came to the county board with a plan for road projects that needed funding. The county board had the option, under Act 283 of 1909, of levying a millage without voter approval to pay for specific projects. Although the board didn't act at the time, it's another potential funding tool, he noted.

Dan Smith pointed to North Territorial Road as an example of a road that runs the entire length of the county, crossing many jurisdictions. Salem Township put considerable resources into North Territorial, he said, and Northfield Township had invested in it too. Webster Township has put some money into the road, although there are still some bad spots there, he said.

His point, Smith said, is that North Territorial Road is a major county thoroughfare. Is it really right that these individual townships are investing in that road, given that the townships have no responsibility to spend a single penny of township tax dollars on roads? But in fact, township officials do choose to spend money on roads like this because they hear

from citizens about the bad roads, he said. There are other examples beyond North Territorial, he noted, like Jackson Road, Zeeb Road, Dexter-Ann Arbor Road and Dexter-Pinckney Road.

Scio Township has taken an approach of doing a special assessment district, Dan Smith noted, and strategies like that make sense. The question is whether to fund these major roads in a different way, so that the burden isn't put on the local community to come up with funding. If so, how do the townships fit in with that? Would changing the structure of the road commission help with that, or simply make it even worse? "I haven't yet seen anything that makes it better," D. Smith added, "but I'm willing to explore the alternatives and make a decision on this, one way or another, and not just let the clock run out [on the state legislation]."

Conan Smith added that right now, there's a disconnected land use and transportation system in the county. Over the last decade, he said, the road commission has done a good job at starting to integrate its planning processes with land use planning. But as an example of the disconnect, Smith pointed to Webster Township, which he said has done a good job at maintaining the township's rural character. That means the land values there will be predominantly based on agricultural values, which are lower than land that can be developed, he explained.

In turn, C. Smith added, that means the township's ability to raise money through taxes is more difficult than in the city of Ann Arbor, for example. And although it benefits the entire county that the township remains rural, the township is being asked to take care of the roads in its jurisdiction, without asking anyone else to contribute, Smith said. "That's part of the system that's broken, in my mind, that we have the opportunity to try and fix."

Kelly disagreed that the system is broken. Two years ago, the county board was presented with a "perfect" proposal that was well-researched. [She was referring to the possibility of levying a countywide millage under Act 283.] Conan Smith noted that the proposal had been presented without the involvement of any city representatives, "so how can I support a proposal like that and go back to my constituents?" he asked.

Kelly told Smith that he would need to educate city residents about why it's important. It's like a drain project, she noted – only a few people might be affected, but it's seen as a necessary project and is funded by a much broader tax base. "You're never going to make that political case," she said. "You're going to have to sit up ... and be



counted, and say this is the right thing to do – and just do it! Why didn't you pass that millage? I don't understand it.”

Alicia Ping agreed with Kelly that the Act 283 proposal had been a good one. But the way that the current governance structure is set up, county commissioners were concerned that they'd be making constituents in their districts pay a tax but the county board had no control over how the money would be spent – it would be allocated by the road commission, Ping said. “There's a disconnect between the people who collect the money and the people spend the money,” Ping said, adding that there's no accountability between those two entities. “That's where the problem is.”

By way of background, Act 283 of 1909 does appear to outline a process by which the county board could exert some control over how the tax dollars are spent. It directs the road commission to present an annual plan to the county board for road projects, with an estimate of how much it would cost to fund those projects. From Act 283 (Note: the county board of commissioners was previously called the county board of supervisors, and was composed of supervisors from each township):



Superior Township supervisor Ken Schwartz, who previously served as a Washtenaw County road commissioner. He also is a former elected county commissioner.

If the determination of the board of county road commissioners shall not meet with the approval of a majority of the board of supervisors, then the said board of supervisors shall proceed to decide upon the amount of tax to be raised for such year in such county for the purposes aforesaid, and may allow or reject in whole or in part any or all of the items for the sections of roads thus submitted for its consideration; and it shall not be lawful for such county road commissioners without the consent of such board of supervisors to spend any such moneys upon any other roads than as thus specified. [[.pdf of Act 283 excerpt](#), with an analysis prepared for the county board in 2011 by Lew Kidder of Scio Township]

Ken Schwartz – the new Superior Township supervisor who previously served as a county road commissioner – also spoke about the fact that the road commission had approached the county board in 2011 about a proposal under Act 283. He noted that Act 283 was written in 1909, and described the law as “really flawed.”

Funding should really come from the state, Schwartz said. There really are only two viable funding options for roads, he added – the state, and the local units of government. He thought the road commission had done a good job of advising the local units of government about their options.

Schwartz thought it would be very difficult for the county to figure out a different mechanism that really works. Just like Conan Smith wouldn't feel comfortable voting for a millage that would be spent outside Ann Arbor, Schwartz said, a lot of township officials might not feel comfortable about the county board allocating Act 51 money that's now administered by the road commission. The issue relates to taxation without representation, he said.

Schwartz felt that the local units of government will need to step up until state officials provide more funding.

John Stanowski asked Schwartz whether he thought that the populace “just didn't trust government.” Schwartz replied that he didn't encounter that attitude at all. “It just seemed like Act 283 was unworkable in modern times,” Schwartz added. In order to make levying a millage fair, it would require that the taxes collected in Ann Arbor and other cities would have to be handed back to the city government. “I don't think we could dictate how [the city] would spend that money,” he said.

Dan Smith said he agreed with some of Schwartz's comments – Act 283 is awkward and difficult to administer. One option would be to put a millage on the ballot that would clearly indicate how funds would be distributed. In Ann Arbor, for example, if voters approved a countywide road millage, perhaps the city council would agree to reduce the city's charter tax levy by the same amount as that road millage – so that overall, there would be no tax increase on Ann Arbor taxpayers, he ventured.

D. Smith agreed that there's a big disconnect in the current system, because the road commission is a separate legal entity from the county government. After road commissioners are appointed by the county board, "it's their game," he noted. "They're the ones that run things, and yet we're the ones who take the [political] hit for the tax. And that's a struggle." D. Smith then returned to his point that residents don't really care about this kind of insider baseball – they just want the roads fixed.

Next Steps

As she wrapped up the Dec. 4 meeting, Alicia Ping reminded subcommittee members that Diane Heidt, the county's human resources and labor relations director, will be preparing an analysis of any duplications in employee positions at the road commission and the county. Greg Dill, the county's infrastructure management director, will be doing a similar analysis on overlapping facilities and assets. Roy Townsend, the road commission's managing director, will be providing budget information and a list of funded and unfunded projects.

Ping asked subcommittee members to think about any other information that they'd like to collect, and to do their own SWOT analysis from the perspective of their jurisdictions. At the next meeting, they could review this material and see where there might be tangible or non-tangible benefits to taking any particular action.

Subcommittee members discussed the possibility of inviting representatives from other counties that had merged their road commissions with the county government, as well as from counties that had considered but rejected that approach. The consensus appeared to be that it would be a benefit to find a county with a similar demographic – like Ingham County, where Lansing and East Lansing are located. Ingham County did decide to absorb the road commission. Pat Kelly, Dexter Township supervisor, joked it would be good to look at a similar county that has a "900-pound gorilla in the middle" – a reference to Ann Arbor, with the University of Michigan, and East Lansing, home to Michigan State University.

Ken Swartz, Superior Township supervisor, cautioned that it's important to understand the context for decisions made in other counties. In some cases, decisions are "overtly political, because people didn't like each other." And Macomb County, which is significantly bigger than Washtenaw County, went through a process to become a charter county, and absorbed the road commission through that charter process, he said. "I'm leery of comparing others that did it for purposes that weren't strictly speaking what we're trying to look at," Schwartz said.

Ping estimated that their next meeting would be scheduled sometime in early January.

Despite some strong political pressure from supporters of the road commission to abandon this process, Ping told The Chronicle in a follow-up phone conversation that she intends to continue the subcommittee's work and deliver a set of recommendations by March.

County board chair Yousef Rabhi, who attended a meeting of township supervisors held on Dec. 5, told The Chronicle in a follow-up phone conversation that he discussed the subcommittee's mission and process at that meeting. A majority of supervisors who attended the Dec. 5 meeting were against absorbing the road commission into the county government, he reported, but he estimated that only about half of the township supervisors were there. Rabhi indicated that he expects the subcommittee to continue its work and provide recommendations to the county board by the end of March.

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Section: Center Column, Govt., Meeting Watch

The following terms describe the content of this article. Click on a term to see all articles described with that term: [Act 283 of 1909](#), [Act 51, countywide transportation](#), [government consolidation](#), [land use planning](#), [road funding](#), [Washtenaw County Board of Commissioners](#), [Washtenaw County Road Commission](#)

No Major Change Likely for Road Commission

Subcommittee votes to recommend not transferring Washtenaw County road commission duties into county government; no consensus on expanding road commission board or supporting countywide road millage

BY MARY MORGAN

MARCH 5, 2014 at 5 pm

A subcommittee that's been exploring possible organizational options for the Washtenaw County road commission is recommending that it remain an independent operation, and not be absorbed into the county government.



From left: Dexter Township supervisor Pat Kelly, Washtenaw County commissioner Alicia Ping, and Doug Fuller, chair of the county road commission board. Ping chairs a subcommittee that's looking at the future of the road commission. Kelly is a member of that subcommittee, which met on March 1, 2014 at the county administration building in downtown Ann Arbor. (Photos by the writer.)

The recommendation was made at a March 1 meeting, and will be forwarded to the county board of commissioners, an elected body that has authority to make changes in the road commission's organizational structure.

The vote came over dissent from Conan Smith of Ann Arbor (D-District 9), who argued that consolidating the road commission into the county would allow for more flexibility and accountability in oversight. Currently, the road commission is overseen by a board with three members appointed by the county board of commissioners to six-year terms. Smith thought that asking voters to approve a countywide road millage – when the revenues aren't allocated by an elected body – would be a tough sell. It would be especially tough to sell to voters in the city of Ann Arbor, who already pay a millage for street maintenance within the city.

But others on the subcommittee were in line with the strong support from township officials for keeping the road commission independent. Most township boards in the county have passed resolutions supporting the current structure, citing their strong relationships with the road commission staff and board.

The subcommittee also discussed the option of expanding the current three-member board to five members. Pat Kelly, Dexter Township's supervisor, voiced concerns over possible Open Meetings Act violations: Two members constitute a quorum, so any conversation about road commission business must be held in public. "I think a three-member body in the age of the Open Meetings Act is just a dangerous thing," Kelly said. "I just don't think it can operate properly all the time."

The three county commissioners who serve on the subcommittee – Conan Smith, Dan Smith (R-District 2) and Alicia Ping (R-District 3) – all agreed that the question of expansion was primarily a political one, and should be taken up by the county board. Subcommittee members did not make a recommendation on this issue, but indicated that they'd be willing to discuss it further, if directed to do so by the county board.

Regarding the question of whether road commissioners should be elected positions, the subcommittee unanimously passed a resolution recommending not to pursue that option. The sense was that elections would be dominated by urban voters who are heavily Democratic, but who would be electing commissioners to oversee road projects in rural communities.

Also discussed on March 1 were possible funding options, focused primarily on (1) a countywide voter-approved millage, or (2) a levy by the county board under Act 283 of 1909, without voter approval. No recommendations were made on either of those options.

All subcommittee members agreed that action is needed to address the condition of roads, which Superior Township supervisor Ken Schwartz described as resulting from “inexcusable neglect from Lansing.” If the county board does intend to levy a millage for road projects, he urged them to act as soon as possible. Dan Smith noted that after the spring thaw, poor road conditions will be “unlike we’ve ever experienced in our lifetime.”

Two of the three road commissioners – Doug Fuller and Barb Fuller, who are not related – attended the March 1 meeting but did not participate in the discussion. The third road commissioner – labor leader Fred Veigel, who was first appointed in 1990 – was in hospice and died the following day, on March 2.

For additional background on this process, see Chronicle coverage: [“Group Explores Road Commission’s Future.”](#)

Subcommittee: Brief Background

In 2012, the Michigan legislature enacted amendments to [Section 46.11 of Public Act 156 of 1851](#), which allows for county boards of commissioners to transfer the powers of the road commission to the county board. There’s a sunset to that law, however. From [Section 46.11](#):

(s) Before January 1, 2015, by majority vote of the members of the county board of commissioners elected and serving in a county with an appointed board of county road commissioners, pass a resolution that transfers the powers, duties, and functions that are otherwise provided by law for the appointed board of county road commissioners of that county to the county board of commissioners.

So at their [Oct. 2, 2013](#) meeting, Washtenaw County commissioners created a seven-member subcommittee to “explore partnerships and organizational interactions with the Washtenaw County Road Commission.” A March 31, 2014 deadline was given for the subcommittee to deliver its recommendations.

Members included four county commissioners: Alicia Ping of Saline (R-District 3), Conan Smith of Ann Arbor (D-District 9), Dan Smith of Northfield Township (R-District 2) and Rolland Sizemore Jr. of Ypsilanti Township (D-District 5). Also appointed were three township supervisors: Mandy Grewal of Pittsfield Township, Ken Schwartz of Superior Township and Pat Kelly of Dexter Township. Grewal subsequently withdrew and was replaced by York Township supervisor John Stanowski. Ping served as the subcommittee’s chair.

The subcommittee meetings were open to the public, and were attended by various township officials and road commission staff. The March 1 meeting was the longest, lasting about 2.5 hours as the group developed its recommendations. According to Ping, it was likely the last subcommittee meeting, unless the county board gives further direction for additional work.

The road commission manages the maintenance of about 1,650 miles of roads in the county that are outside of cities and villages, including about 770 miles of gravel roads. The organization employs 115 full-time staff, down from 156 in 2004. [[pdf of 2013-2014 road commission budget](#)] [[xls of all road commission projects 2014-2018](#)] [[pdf list of unfunded projects 2014-2018](#)]

Public Commentary

The March 1 meeting began with public commentary, and three people addressed the subcommittee. **Robert Prehn** led off by introducing himself as a Saline Township resident who is a former Saline Township supervisor. He currently serves on the township’s board of trustees and planning commission. He noted that the subcommittee has received correspondence from Saline Township opposing any takeover of the road commission by the county board. The township has a really good relationship with the road commission, Prehn said, “from the top right down to the bottom.” Township officials have an annual meeting with the road commission, he noted. “We feel as though it’s a very personal relationship.”

Prehn told the subcommittee that Saline Township officials understand the reasons for a proposed change, “and we’re not opposed to change, as long as we think it leads to an increase in effectiveness and efficiency. We don’t see that as happening ... with a larger governing board being involved. We see it as

being detrimental.” Right now, the system is working very well, Prehn said. He concluded by saying “if it’s not broken, don’t fix it.”

John Posegay, a Sylvan Township resident and road commission employee, said he’d attended the previous meeting of the subcommittee. At that time, members had indicated they’d be looking at why other counties had decided whether or not to take over road commissions. He said he hadn’t heard any report about that, and hoped it would come up during the meeting. [[.pdf of report with analysis from the counties of Calhoun, Ingham, Jackson and Ottawa.](#)]

Government leaders need to make decisions for the long-term future, Posegay said, and not make shortsighted decisions that hurt the public that they’re supposed to protect. Government leadership is supposed to support the public, whether it’s popular or not, and shouldn’t support their own special interests. He was suspicious about adding two more people to the three-member road commission board – it looked like it was more about control, and not a solution to problems.

Steve Hubbard, who lives in Augusta Township, told the subcommittee that he works for the road commission as a truck driver on the night crew. Most of the people he’s talked to at the road commission feel that the current road commission board is doing a good job. Adding two more members would add more confusion, he said. Regarding the possibility of merging operations with the county, he said he’s read the letters from local townships that oppose a merger. Those are pretty smart people who’ve investigated it, he said, so “you should probably heed what they ask you to do.” Making changes would upset the apple cart, he concluded.

Response to Public Commentary

Dan Smith (R-District 2) said that from his perspective, the reason that the subcommittee was created is because of state law, which expires at the end of 2014. He said he hasn’t been advocating for either option, but he’s heard a lot of thoughts on the issue and knows what direction he’s headed. But the county is looking into it because the board needs to make a decision before the state law sunsets, he stressed. “I don’t think it would be fair to the residents of Washtenaw County to get through 2014 and not have looked into this when we had the opportunity,” Smith said. That doesn’t mean they’ll make changes, he noted – it’s possible that the county board will ultimately decide to maintain the status quo, and he’d be fine with that.

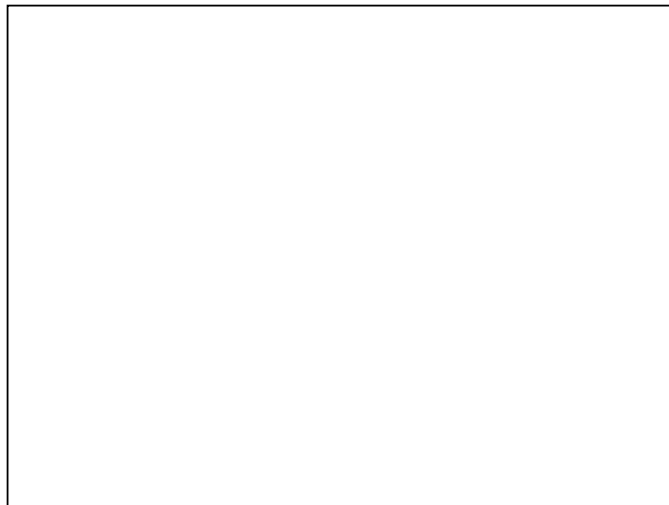
Alicia Ping (R-District 3), who is chairing the subcommittee, echoed Smith’s comments. They’ve heard from almost every township in the county, she said, and it’s been good to get the feedback. It’s been a very informative process, she said.

Input from Townships, Staff

The March 1 meeting packet included letters from four township supervisors: Gene DeRossett of Manchester Township; Spaulding Clark of Scio Township; Peter Psarouthakis of Sharon Township; and Jim Marion of Saline Township. Each letter conveyed that the respective township boards had voted in opposition of the county taking control of the road commission.

During the meeting, Pat Kelly – the Dexter Township supervisor who serves on the subcommittee – reported that Dexter Township’s board of trustees had passed a similar resolution. She’d heard from several other townships that had either passed resolutions or were planning to do that. Another subcommittee member – York Township supervisor John Stanowski – said that York Township’s board also passed a resolution that supported leaving the road commission unchanged.

The March 1 meeting packet also included two staff reports that the subcommittee had requested. Greg Dill, the county’s infrastructure management director, did an analysis on overlapping facilities and assets. [[.pdf of Dill's report](#)] Diane Heidt, the county’s human resources and labor relations director, prepared an analysis of any duplications in employee positions at the road commission and the county. [[.pdf of Heidt's report](#)]



Conan Smith (D-District 9) confirmed with Dill that a lot of collaborative work that could be done between the road commission and the county doesn't necessarily depend on consolidating operations between the two entities. Dill replied that he and Roy Townsend, the road commission's managing director, have had a few conversations about opportunities to collaborate and partner. Those discussions will continue, Dill said, regardless of the subcommittee's recommendations and ultimate county board vote.

Ken Schwartz, Superior Township's supervisor, said he had hoped to see an analysis of the existing fleet – an inventory, condition of the current fleet, and replacement costs to get the fleet and equipment up to modern standards. Townsend replied that the estimated cost to upgrade the fleet's heavy trucks alone would be in the \$12-15 million range. This year, the winter has taken a toll, Townsend added, because trucks that are 10-15 years old are being used non-stop. At the start of the winter, the fleet had 53 trucks. Now, it's down to 38. "It's like taking an old car back and forth to Florida six times," Townsend said.

New trucks are more efficient, he added – it's possible to do one pass with a lot more coverage than with the older trucks. So it does save costs, he said.

Dan Smith (R-District 2) clarified with Dill that the county does not have a similar operation to the road commission – in terms of heavy trucks and a maintenance yard, for example. That's true, Dill said. There's no heavy equipment in the county's fleet. Primarily, the county's fleet includes passenger vans, a few pickup trucks, and other vehicles. He added that right now, an assessment of the county's fleet operations is underway, and they're looking at a new service delivery model. But the county does not manage a fleet that's like the road commission's, Dill said.

In response to a query from Alicia Ping (R-District 3), Dill said that the county contracts out for its vehicle maintenance, and it would be possible to contract with the road commission for maintenance work. Ping encouraged Dill to explore that option. Townsend noted that the road commission's maintenance is focused on heavy trucks, and that it also contracts out to private businesses for lighter vehicle maintenance.

Schwartz said his point is that the fleet would be a potential liability to the county, if it absorbed the road commission's operations.

Regarding Heidt's report on human resources, Ping said she was surprised by the results. Conan Smith said he hadn't been surprised that there were a lot of efficiencies already between the county and the road commission. None of the motivations behind this subcommittee's work are related to inefficiencies or ineffectiveness at all, he said, adding that he was pleased to see the staff reports validate this.

Dan Smith agreed, saying the current exploration isn't about just saving a few dollars. The road commission does an extraordinary job with the available resources and difficult circumstances, especially this winter, he said. The subcommittee's work is about the state law, he noted, and due diligence in making a decision.

Dexter Township supervisor Pat Kelly said she's read the reports about other counties that have chosen to consolidate operations with their road commissions, and often the decision is based on finding efficiencies. In Washtenaw County's case, there really would be no gain, she said. [[.pdf of report with analysis from the counties of Calhoun, Ingham, Jackson and Ottawa.](#)]



From left: Roy Townsend, managing director of the Washtenaw County road commission, and county commissioner Dan Smith (R-District 2) at the March 1 meeting of a subcommittee looking at the future of the road commission.

Consideration of Options

The original March 1 agenda listed three options to consider as a recommendation to the county board: (1) maintain status quo, with no changes to the road commission; (2) combine the road commission into the county's operations, with oversight by the county board of commissioners; and (3)

maintain the road commission as a separate entity, but expand the number of members on the road commission board.

Conan Smith (D-District 9) proposed adding two more options. One was the possibility of having an elected road commission board. [The current three-member road commission board is appointed by the county board of commissioners.] He thought it would address the issue of direct accountability to the taxpayers. Another option he proposed would be to create a separate subcommittee of the county board related to Act 283, which is way to raise more funding for roads.

Alicia Ping (R-District 3) suggested that funding sources – such as Act 283– should be a separate item for discussion, because the need for additional revenue relates to any option that might be pursued.

Consideration of Options: Combining Operations

Pat Kelly began by suggesting that the group focus on the main reason that the subcommittee was created: To consider whether to combine road commission operations with the county. She put forward the following motion:

To recommend that the powers and duties of the Washtenaw County road commission would not be transferred to the county board of commissioners.

John Stanowski supported the motion. The subcommittee’s purpose was to explore the possibilities provided by state law. The county would have been remiss not to do that, he said. Stanowski said he’s talked to many people, including several township supervisors, and all are in support of keeping the road commission as a separate entity. That view is based on the personal relationships that people have with the road commission board and staff, he noted. “It’s a real strong and personal bond,” he said, and people fear that bond would be lost if it were absorbed into the county.

He’d looked at a report about Jackson County’s decision to absorb its road commission, but noted that Jackson County is quite different from Washtenaw County – in terms of educational status, social status, and different economic interests. He was happy to read the reports from Washtenaw County staff, which found that there would be no efficiencies gained from a merger. That led him to believe the road commission should remain independent, Stanowski said. Other issues, like expanding the road commission board’s membership, can be done at any time, he noted, and might be explored in order to improve the transparency of the road commission.

Dan Smith (R-District 2) supported the motion, but said he didn’t *strongly* support it. He’s struggled with the issue – but not because of the competence of the road commission or interest in controlling it. As an elected official talking to constituents, he noted that the main thing people care about are the roads. He said he can deal with the confusion of the public – not understanding that the county board has limited control over roads – and said that’s not a reason to consolidate. But it’s an example of what happens when there are two countywide entities that in many respects are similar, he said, even though the road commission provides specialized services.

Dan Smith noted that the county has very large population centers in the cities of Ann Arbor and Ypsilanti. As a result, the nine-member board of commissioners has four commissioners who primarily represent cities that handle their own street maintenance, and five commissioners primarily representing non-cities that have roads overseen by the county road commission. That makes it difficult to see how consolidation could provide any real benefits to township residents, he said.

Conan Smith weighed in, saying he had almost a polar opposite perspective from Dan Smith. He opposed the resolution, saying it’s probably because he represents a city district – as one of the Ann Arbor commissioners. The city has a tax base of about \$4 billion, and if the city wants to take care of its roads, it can, he said. [Pat Kelly quipped, "I wish you would take care of them more."] The city has the ability to get revenues from its millage to fund street



County commissioner Conan Smith of Ann Arbor (D-District 9) at the subcommittee's Jan. 22, 2014 meeting. In the background is Roy Townsend, managing director of the road commission.

maintenance, he said. That's different from rural communities, which have a much lower tax base.

As an example, C. Smith cited North Territorial Road, which runs through several small communities that have a limited tax base. "That becomes a very complicated situation," Smith said, because the road commission doesn't have its own taxing authority and relies primarily on state revenue, which is declining. Even if a township levies a tax for additional road repair revenue, it becomes a significant burden on that community.

The support he hears for the road commission from township officials is that the officials are very comfortable with the "localized relationship they have with their road network." But 10 or 20 years from now, that could be a problem, he said, because the funding stream is insufficient today and is in

constant decline. Although he rarely travels on North Territorial, Smith said he cares about its condition because it provides access to some of the most beautiful places in the county. He noted that he got married at Independence Lake, and many people reach the lake by using North Territorial Road.

Conan Smith continued, saying he worried that roads within the county will be competing for diminishing resources. He also said he knows the politics involved in getting funding for projects. If the county board wants to put a tax on the ballot, "it's a heavy, heavy lift," Smith said. And in order to get a countywide millage placed on the ballot, "you must have the Ann Arbor commissioners – period," he said. "We've never put a tax on the ballot that didn't have the support of all the Ann Arbor commissioners." And if you want that support, Smith added, then Ann Arbor constituents must be in support of it. "That's just the political calculus of getting more money into this system to do things that are important countywide."

By maintaining the separateness and political divisions of the road commission and county board, it locks in place a system that has insufficient funds for roads, Smith said. That's why he wants to do something different.

Pat Kelly was curious why Conan Smith thought that absorbing the duties of the road commission would improve the revenue challenges. She wondered if it was because he thought that a countywide millage would be the only way to raise additional revenue.

Smith said he didn't think a countywide millage was the only way to raise revenue, but "it's our best and most direct way to raise revenue via the county as a whole." The road network is the entire county's problem, he said, and it's not fair or appropriate for each community to handle their piece. He noted that especially in the western part of the county, a lot of land is public land for parks and recreation, so it's not on the tax rolls. A countywide millage would be a comprehensive solution.

Kelly agreed with Conan Smith, saying she supported a countywide millage – and thought that he should support it, too, as a city of Ann Arbor commissioner. Township residents "are part of your \$4 billion tax base," she said. "We come and eat here. We come and shop here. We come to Ann Arbor all the time. There wouldn't be a \$4 billion tax base if it wasn't for all the people who live in the townships."

The townships also provide city residents with a "playground," she said, in terms of parks and natural areas. So it's a countywide problem. It's possible to pass a countywide millage, Kelly said, if people understand all the factors and work together.

Conan Smith elaborated on what he sees as the political challenge. The road commission doesn't have control over streets in Ann Arbor. So if he advocates for a tax to fund roads outside the city, and his constituents are looking at the poor condition of city streets, "I'm going to get hammered, right?" He told Kelly that he understood her perspective and supported it, but was trying to figure out how to tackle the political reality.

If a constituent asks how a countywide millage will be allocated, Conan Smith said, he'd have to respond by saying that the county board appoints road commissioners for six-year terms, and that there's no control or influence over what the road commission board does. "I don't think I can make a strong case to a resident in Ann Arbor," he said.

Kelly replied that she had the same concerns that Smith voiced, in terms of how revenues from a countywide millage would be allocated. She'd expect that the cities would share some of the money, and that it's possible to figure out an equitable way to do it. She didn't see how it affected whether or not to consolidate the road commission with the county.

Conan Smith said he didn't think consolidation was the only answer, but he thought it was the most direct way to vest authority and accountability with an entity – the county board, as an elected body – that looked at the interests of the entire county, including the cities.

John Stanowski asked Smith whether he would vote to put a countywide millage on the ballot, even if 90% of his Ann Arbor constituents didn't want it. "Are you saying that you'd disregard the wants and wishes of your constituents, and vote for the millage anyway?" Stanowski asked. Smith indicated that he would.

When there is control and oversight of funding, you can have a different kind of conversation, Conan Smith added. He felt that if he can tell his constituents that a representative body – like the elected county board – would have a "fulsome" conversation, then he felt he could represent his constituents better in making decisions. He said he's cast many votes that were counter to the direct, immediate financial interests of his constituents. For example, he cited the fact that he was in the majority in voting to fund the sheriff's road patrols. It was a heavily-divided city-versus-township issue, and at least one Ann Arbor commissioner needed to support it in order to pass. He said he was a "different kind of politician than others, because I take that countywide perspective."

Stanowski described most people as "pocketbook voters," who wouldn't support anything that costs them money. He wasn't sure voters in the city would support a countywide millage for roads. He noted that if the road commission were absorbed into the county, then the townships wouldn't have adequate representation over road funding. He didn't see consolidation as beneficial to the townships at all.

Roy Townsend, the road commission's managing director, said that if there were to be a countywide road millage, "everyone would get their slice of the pie." The county board could approve a list of projects proposed by the road commission, which could include joint projects within the city jurisdictions. In terms of control, he noted that the county would collect the millage and release the money to pay for a project after the project is done.

Townsend noted that when an Act 283 millage was discussed a few years ago, the proposal had been to form a committee that would include road commissioners, county commissioners, and township officials. That committee would help develop a project list and a long-term plan, so there would be buy-in about what projects would be completed in any given year. [The idea is that an Act 283 millage could be levied by the county board without voter approval, because the law pre-dates the state's Headlee amendment. For background on previous discussions about this effort, see Chronicle coverage: "[County Road Proposal Gets More Scrutiny.](#)"]

Responding to some of Conan Smith's remarks, Dan Smith said he didn't feel it was appropriate for individual townships to bear responsibility for maintaining major thoroughfares like North Territorial Road, Geddes Road, Pontiac Trail and others. But under the current system, he noted, that's the only option.

Most people don't really care about the organization of the road commission or political questions involved, Dan Smith said – it's insider baseball. They care about getting the roads fixed.

The current structure is a bit of an historical artifact, Dan Smith observed. The board of road commissioners actually predates the board of commissioners. A century ago there were countywide elected officials like the sheriff and clerk, but the board of commissioners didn't exist. Instead, there was a board of supervisors, which was heavily skewed toward the townships. Each of the 20 township supervisors sat on the board, and the cities got two representatives. The board of supervisors created the road commission in order to handle these cross-jurisdictional road issues.

County government provides a wide variety of specialized services, Dan Smith noted. If the county were to absorb the road commission, his assumption would be that the operations of the road commission would remain unchanged – employees would do the same things they currently do, he said.

Townships used to have more responsibility for the roads, Dan Smith added, but over the years that responsibility was taken away from them by the state. There didn't used to be statewide funding sources for roads, from gas taxes and vehicle registration fees. Rather, the townships levied taxes to pay for roads under Act 51 or through a county levy under Act 283.

Dan Smith said he's not interested in absorbing the road commission, but he thought the historical perspective was interesting.

Kelly noted that the tensions between the cities and townships aren't going away. Ann Arbor isn't getting smaller, and townships aren't going to overtake the city in population anytime soon. Solutions are coming in a grassroots way, she noted. Township subdivisions are agreeing to special assessment districts (SADs) as one approach to maintain roads. Scio Township is taking the lead on this, she added.

Kelly supported having a subcommittee of the county board to work on these issues, similar to a police services steering committee that's already in place. Public safety is another example of an issue with tension between townships and cities, she said. The interests of cities and townships are different and the tax structures are different – that's not changing, Kelly said, and it won't be changed in any way if the road commission is absorbed into the county.

Alicia Ping (R-District 3) supported the motion not to consolidate. There are amazing people at the road commission, she said, and they are very responsive. It's a question of whether that will always be the case, she added, "but for today, it's working."

Ping agreed that there are various ways to fund roads, including bonds or a millage, which she preferred. She noted that Saline Township worked closely with the road commission in deciding how to spend the money raised from a township road millage. That kind of collaboration is important.

Ken Schwartz pointed out that the current subcommittee was formed because of "inexcusable neglect from Lansing. That is the fundamental problem." The legislature and governor haven't solved the funding problems for Michigan roads. There's a cobbled-together system that doesn't work, he said. Until things change at the state level, Schwartz didn't think that much could be done besides having the road commission take care of the county's primary roads and as many local roads as it can. Local communities must educate their residents about the need to pay for the local roads until there are major changes in Lansing.

Schwartz supported the recommendation not to absorb the road commission into the county.

Conan Smith advocated for taking small steps toward building stronger relationships and increasing the concept of the county's road network as a multi-jurisdictional responsibility. The current statutory restrictions inhibit that, he said. The road commission board can have either three or five commissioners, each with a six-year term. If the county were to absorb the legal structure of the road commission, he said, there would be an array of options to institutionalize the oversight authority. The county could design a system that includes representatives from townships, cities, and the county board. He wants to take the legal step to do that. "I know that strikes fear in the hearts of a lot of people," Conan Smith added, "but, man – I think we could do it better."

The state has the best tools to solve this problem, Conan Smith said, but the state legislature won't do it. The second-best tools are at the county level, he added. "We have the opportunity to grab those tools and start doing something with them." A countywide millage isn't optimal, but it's a powerful tool if used appropriately. That's why he'd be voting no on the proposed recommendation.

Kelly said the road commission seems to be working well. She noted that there are some bills proposed in the state legislature that might extend the opportunity to consider consolidation beyond the end of 2014. That makes her worry less about not making a change now. "I think we'll have the opportunity later."



At the subcommittee's Jan. 22, 2014 meeting, county board chair Yousef Rabhi (D-District 8) talked with road commission board chair Doug Fuller (standing).

Stanowski addressed Conan Smith's concerns about the length of tenure for road commissioners. From his perspective, the six-year term provides some stability and continuity, Stanowski said, "uninfluenced by political outsiders." If the road commission were absorbed into the county, it would become a department of the county government. The department head might be subject to more political influence, he said. "That's why I'm in favor of leaving well-enough alone."

Outcome: The recommendation not to consolidate the road commission into the county was approved on a 5-1 vote, over dissent from Conan Smith (D-District 9). Supporting the recommendation were Alicia Ping (R-District 3), Dan Smith (R-District 2), Dexter Township supervisor Pat Kelly, Superior Township supervisor Ken Schwartz, and York Township supervisor John Stanowski. Rolland Sizemore Jr. (D-District 5) was absent.

Consideration of Options: Expanded Commission?

The subcommittee then considered a motion put forward by Conan Smith: A recommendation to expand the road commission board from three to five members.

Smith said he didn't see it as being dramatically better, but he noted that with only three road commissioners now, if any two of them talk about the road commission's business, then it's a violation of the state's Open Meetings Act. He thought there should be five road commissioners, just to avoid that challenge.

Smith also thought that having five road commissioners would make it easier to ensure broad representation from all parts of the county. It does increase the costs, he noted, but he thought there were some benefits. [The salary for road commissioners, which is set by the county board, is \$10,500 annually.]

Pat Kelly agreed. She likes the current road commissioners – better than any other board in the past decade or so. "But I've been around when I didn't like the road commission so much, either," she added. There were times when she felt that road commissioners weren't representing the best interests of her township. She didn't think the cost of expansion would be great.

The issue of possible OMA violations was also a concern for Kelly. "I think a three-member body in the age of the Open Meetings Act is just a dangerous thing. I just don't think it can operate properly all the time."

John Stanowski said he wasn't opposed to expansion, but wondered how those additional members would be selected. He suggested that four of them could be appointed based on geography, and the fifth one could be a member at large. If that approach isn't feasible, he added, "then I'm not sure five is any better than three."

Stanowski said he was painfully aware of the OMA and how easy it would be to cross the line with just three members. He assumed that road commissioners discussed their business only at public meetings.

Dan Smith said it would be possible to put in place a selection process like Stanowski has proposed. But it would exist only as long as the county board of commissioners chose to keep it that way, he noted. State law doesn't require that road commissioners be appointed by district – it would be possible for the county board to appoint road commissioners who were all residents of Ann Arbor, for example. So that's a concern, he said.

Dan Smith also said he understood the OMA concerns, and for that reason alone he was interested in discussing expansion to five members. State law only allows for the options of three or five members, he noted. He said he had a host of concerns related to politics, not policy, but he didn't want to enumerate those concerns now.

Alicia Ping said she struggled with this issue. Expansion makes sense, she said, for all the reasons that had been stated. But leaving the appointments up to the county board opens the door for a lot of politics, she noted. There's no guarantee that the appointments will be made in the best interests of the people served by the road commission, she said. Sometimes in the past, the decisions have been made based on political favors. Even so, she was inclined to support expansion.

Dan Smith pointed out that the issue of expanding the number of road commissioners was considered by the county board in 2010. [See Chronicle coverage: "[Hearing Set on Road Commission Expansion](#)" and "[Effort to Expand Road Commission Doesn't Gain Support.](#)"] If the proposal comes to the county board again, he said, it would likely generate a lot of discussion. Smith noted that the option of expanding the road commission board exists beyond 2014, "and I'm not sure we need to come to a resolution on this today."

Ping ventured that because of Fred Veigel's ill health, the timing on this issue of expansion might not be the best. Since it was likely that he would be unable to fulfill his full term on the road commission board, the county board would be appointing a replacement. [Veigel died the following day, March 2.] So in light of that, Ping thought the issue of expansion should probably be pushed back.

Ken Schwartz agreed. Although the topic has been in the background as a possibility, he said, he hadn't really given it much serious thought and wasn't ready to discuss it.

Kelly thought "there's a lot more meat on the bone for discussion" and she'd be in favor of deferring action. At the county board's request, she said she'd be happy to continue discussing it and to come up with a recommendation.

Dan Smith asked Conan Smith if he'd be willing to withdraw his original motion. Then the subcommittee could make a recommendation to the county board to continue the discussion, he said. Conan Smith replied that he didn't really care, but he'd be happy to withdraw the motion if other subcommittee members wanted to have more discussion at a later date.

Outcome: Conan Smith withdrew his motion.

Kelly then moved to recommend that the county board direct the road commission subcommittee to continue meeting for up to six months and to provide a recommendation on the possible expansion of the road commission board.

Conan Smith said he'd oppose the motion. Based on his experience, the issue of expansion is just a political conversation among county commissioners. "I honestly don't think any conversation [by the subcommittee] would inform the board's conversation," he said.

Dan Smith noted that the county board doesn't have to act on the recommendation to continue the subcommittee's work. Ping said she'd support this motion, but added that she wouldn't support continuing the subcommittee's work when the issue came up for a vote at the county board. Dan Smith agreed, saying it was a largely political discussion that the county commissioners should have.

Outcome: With six subcommittee members present, the vote was 3-3 – so the recommendation didn't pass. Supporting the recommendation to continue the subcommittee's exploration of expansion were Alicia Ping, Dan Smith and Pat Kelly. Voting against it were Conan Smith, John Stanowski and Ken Schwartz.

Consideration of Options: Road Commissioners as Elected Officials

Conan Smith said he didn't support an elected road commission. It's a heavily Democratic county, he noted. Even though road commissioners would be elected in the November general election, the real decisions would be made during the August primaries, he said. And that means that urban residents would be, for all practical purposes, making the decisions, because that's where the highest concentration of Democrats are. He didn't think it was the right answer to have road commissioners elected by urban Democrats to be handling decisions about roads in rural communities.

Conan Smith then made a motion to recommend that the road commissioners should not be elected positions.

Outcome: The motion was passed unanimously.

Revenue Sources: Act 283

The subcommittee also discussed possible funding sources, as a separate agenda item. The discussion focused on two primary options: A countywide voter-approved millage, or a levy by the county board under Act 283 of 1909.

By way of brief background, Act 283 requires the road commission to submit a plan of recommended road repairs and the cost to do the projects. The law allows the county board to levy a millage to cover those costs, without voter approval. [[.pdf of relevant section from Act 283](#), including summary by Lew Kidder of Scio Township.] Because the law is more than a century old and pre-dates the state's Headlee amendment, there's some uncertainty about the ability of county governments to use it.

Ken Schwartz recalled that after he was appointed road commissioner, he worked with Roy Townsend – who was then director of engineering – to explore options provided by Act 283. At first glance, he said, he thought it was a good idea. But he's since changed his mind.

Act 283 pre-dated the state law that allowed road commissions to be created. Schwartz argued that levying a countywide



Superior Township supervisor Ken Schwartz at the subcommittee's Jan. 22, 2014 meeting.

millage for roads under Act 283 flies in the face of the state constitution's home rule provisions. He gave the example of the city of Ypsilanti, which already has a bond for roads and an excise tax on water bills for roads. He could envision Ypsilanti accepting Act 283 revenues but then using those revenues to pay for other things instead of roads, like debt on the city's Water Street property. He didn't see how the county could force the city to use Act 283 revenues for roads – it would have to be more like a “gentleman's agreement,” he said.

Act 283 was passed when townships were the main form of government, Schwartz noted, and the funding mechanism was simple. Now, with Act 51, road funding has become much more complex. There's a divide between the townships and the cities, he said. How do you ensure that the cities will use the money for the purposes it was intended? “I'm not really sure that we would

have the legal authority to do that,” Schwartz said.

Conan Smith said his understanding was that a levy under Act 283 would be made by the county, and the revenues would be allocated by the county board of commissioners. “So why would Ypsilanti have any say over that?” he asked. The money would be awarded for projects, Smith said, not handed over to communities. He envisioned the road commission developing a list of road projects that could be funded through a countywide levy. The county board would decide what the levy would be to cover those projects on an annual basis.

Schwartz replied that he thought it was too complicated for the average citizen to understand. He noted that the county has no jurisdiction over the cities, which maintain their own roads.

Conan Smith described a scenario that would include city projects. For example, the Michigan Dept. of Transportation will be doing a major reconstruction of Huron Street in Ann Arbor. Revenues from Act 283 could be used as a match to make sure the project gets done, he said.

Schwartz then gave the example of Ypsilanti Township, which has bonded for road repair and also used money from its general fund. Its roads are 95% done, he said, so how would an Act 283 levy benefit that township? It's unworkable, he contended.

The bottom line is that this is a problem Lansing needs to fix, Schwartz said.

Dan Smith said he had some serious concerns about using the Act 283 mechanism, similar to concerns he had regarding Act 88. [Washtenaw County government levies Act 88 to fund agricultural and economic development activities. The law also pre-dates Headlee and is levied without voter approval.] Dan Smith was also uncomfortable with the process that's spelled out under Act 283, which makes it difficult to get money into city projects.

He noted that the county board has recently “stuck its toe into the road funding arena” for the first time through a mechanism that's difficult to replicate in other parts of the county. [He was referring to the county's participation in the Pittsfield Township State Road corridor improvement authority.] The county also has relatively new authority, granted by the state a few years ago, to spend general fund tax dollars on roads. That's another area to explore, he said.

Dan Smith supported exploring a countywide voter-approved millage for roads, rather than an Act 283 levy.

Roy Townsend said that obviously with an act that's so old, there are problems. He agreed that Ypsilanti Township has put a lot of money into its roads, but the needs are continuous. “Just because you've spend a lot of money doesn't mean that you're done,” Townsend said. “It never ends.”

The challenge with a countywide millage vote is that right now, he said, Ann Arbor property owners already pay a street millage. There are still needs within the city, Townsend added, but trying to convince voters to support a countywide millage would be difficult. There was legislation in Lansing that would

have allowed a countywide vote to exclude the cities, he noted, but it didn't get any traction.

Under Act 283, the county board could levy a tax annually to cover specific projects, he said, rather than doing a countywide vote.

Pat Kelly noted that one important component of Act 283 is that the road commission would need to bring forward a list of projects to the county board. It's a year-by-year effort, she said. "I don't think it's a completely terrible way to try to do it." The politics of the county will preclude ever passing a countywide voter-approved millage, she argued. She said she'd be comfortable with the Act 283 process. "It's a tool we have in a very, very limited toolbox."

Dan Smith said the condition of roads, after the spring thaw, will be "unlike we've ever experienced in our lifetime." So it might be possible to make the case to voters with specific projects. "Given the shape of the roads, I think voters might very well be willing to do that."

Regarding Ann Arbor's 2 mill levy for streets, Dan Smith said that the Ann Arbor city council could choose to levy less than the 2 mills – assuming that the city could get revenue from a countywide road millage. So that would be an option for the council to decide.

Schwartz said that Dan Smith had a point, but the consequence is that you'd be setting up political arguments within cities about whether to decrease the existing levy. "I don't think the county should be proposing a levy that will create political arguments within communities," Schwartz said.

The need for road repair will be immediate, Schwartz said – as soon as the snow recedes. He suggested that if the county board wanted to levy a millage under Act 283, they should do it soon and supply the extra money to all communities for asphalt, gravel, limestone and labor.

Kelly again voiced support for the board to levy a millage under Act 283, noting that it would fund projects in a plan presented by the road commission. It would allow work on multi-jurisdictional roads, like North Territorial, to be completed, she said, and would allow for matching funds to be provided to city projects, like Huron Street. Selection of projects would be subject to political machinations every year, she added, but "to me, it's a decent tool. It's not a great tool, but given the alternatives I can't think of a better one."

Schwartz agreed that Act 283 is a tool. "I think it's a politically risky tool," he said. "Until you try it, you don't know."

When he'd looked at it a few years ago, Schwartz said, he and Townsend had used the county's equalization report to come up with allocations for each community. But it would likely create political squabbles within communities, he said, because of the archaic way the law is set up.

Alicia Ping pointed to the Washtenaw Urban County as an example of communities working together to allocate funding – in that case, federal dollars from the community development block grant (CDBG), HOME investment partnership and emergency shelter grant programs. It works, even though some communities get more funding than others. It's a good model, Ping said.

If representatives from cities, township and the county helped develop a road project plan and agreed on priorities for any given year, that approach might work, Ping said. She supported bringing people to the table to explore this possibility.

Outcome: This was not a voting item.

Communications: Fred Veigel

At the start of the March 1 meeting, Ken Schwartz – a former road commissioner who now serves as supervisor for Superior Township – noted that long-time road commissioner Fred Veigel was in very serious condition and had been moved to Arbor Hospice. Schwartz had received a phone call from Veigel's daughter, encouraging people to visit him. "He wants to say his goodbyes," Schwartz said.

Alicia Ping (R-District 3) asked staff to send out an email letting other county commissioners know.

Doug Fuller, chair of the road commission board, reported that he and WCRC managing director Roy Townsend had visited Veigel earlier in the week. He reported that the national council of the AFL-CIO held an emergency meeting and made Veigel chairman emeritus of the Huron Valley Central Labor Council. While Fuller and Townsend were visiting Veigel, members of the current Huron Valley Central Labor Council came and presented Veigel with a plaque that commemorated this honor, Fuller said. "It certainly cheered his day," Fuller said.

The day after this subcommittee meeting, on March 2, Veigel passed away. Visitation is scheduled for Saturday, March 8 from noon to 4 p.m. and 6-9 p.m., and on Sunday, March 9 from 11 a.m. to 3 p.m. and 5-8 p.m. at Nie Funeral Home on Liberty Road, just west of Wagner Road. Funeral services are scheduled for 11 a.m. on Monday, March 10 at the [St. Nicholas Greek Orthodox Church, 3109 Scio Church Road](#).


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[Section: Center Column, Govt., Meeting Watch](#)

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3 Comments

1.  BY JIM REES
MARCH 6, 2014 at 8:34 am | [PERMALINK](#)


Have any other counties levied Act 283 millages in living memory?

2.  BY PETE MURDOCK
MARCH 6, 2014 at 9:55 am | [PERMALINK](#)

Correction:

“He(Supervisor Schwartz)gave the example of the city of Ypsilanti, which already has a bond for roads and an excise tax on water bills for roads.”

The Ypsilanti Community Utilities Authority(YCUA) surcharge for the City of Ypsilanti is for the payment of debt incurred for water and sewer projects not roads. Some of this work has been done in conjunction with road projects but not for the road work itself.

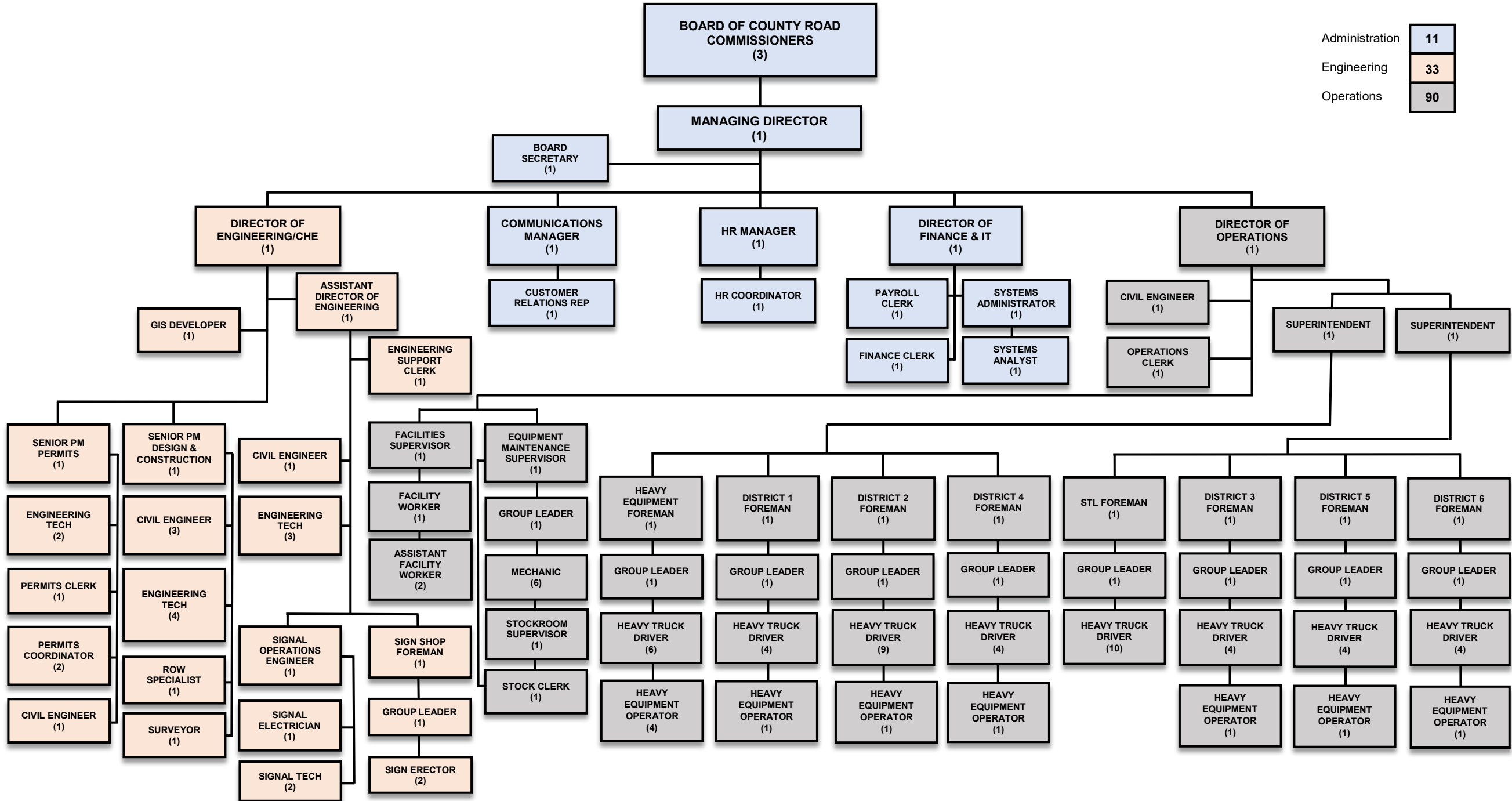
3.  BY JOHN Q.
MARCH 7, 2014 at 11:10 am | [PERMALINK](#)

“Kidder also reviewed other funding options available for a local solution, including a township-wide millage, a township-wide SAD, and county-wide millage under Act 283. He also noted that 17 of the 83 counties in Michigan already have a county-wide road millage.”

[\[link\]](#)

Appendix B
Detailed Organization Chart


Washtenaw County Road Commission Organizational Chart



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Operations	90

Appendix C

Community Engagement Policy and Procedure

	ORGANIZATIONAL POLICY	GENERAL ADMINISTRATION APPLICATION: All Employees			
		TITLE: Community Engagement	RESOLUTION NUMBER RC18-314	SUPERCEDE N/A	EFFECTIVE DATE 09/04/2018

DIRECTIVE

The purpose of this policy is to formalize community engagement processes that have been in place for years and to provide clear direction to staff on how and when to engage with the community regarding Washtenaw County Road Commission (WCRC) road improvement projects.

GOAL

It is WCRC's goal to continue to engage with the community, including elected officials.

This policy and procedure will clarify specific community engagement tactics related to a road improvement project, determined by the project's scope/scale.

REPRESENTATIVES

The managing director, director of engineering, director of operations and communications manager will work with Board of County Road Commissioners of the County of Washtenaw and the community to develop, implement and evaluate the effectiveness of this policy.

PRINCIPALS

- Provide as much information as possible.
- Share project information on WCRC channels in a timely and professional manner.
- Respond to community inquiries about specific projects in a timely and professional manner.
- Communicate consistently about projects of comparative scope/scale.
- Strive for continuous improvement in all community engagement.

PROJECT SCOPE DETERMINATION

WCRC will categorize projects into three different tracks based on the following criteria:

- Project cost
- Type of work
- Duration of road closure
- Environmental impact (such as degree of tree removals)
- Other special circumstances determined by WCRC

The level of community engagement will be determined by the track the project fits into (see community engagement procedure chart).

COMMUNICATION CHANNELS

WCRC staff will use a variety of channels to engage the community depending on which track the WCRC road construction project fits into.

The current channels available to WCRC include:

- Project webpage within wcroads.org
- Email updates
- Weekly road work updates
- Social media
 - Facebook and Twitter
- Media advisories
- Public meeting(s)
- Mailings
- Electronic sign boards

External channels that may share information related to road construction include:

- Township newsletters and meetings
- Community groups
- Local print and electronic media



**INTEROFFICE
PROCEDURE**

INTEROFFICE PROCEDURE APPLICATION: All Employees

TITLE: Community Engagement

EFFECTIVE
DATE
09/04/2018

SUPERSEDE

Major Project - Track 1		Minor Project - Track 2		Routine Maintenance - Track 3	
Project Scope		Project Scope		Project Scope	
-Project costs more than \$500,000 AND/OR -Project is changing the character of the road AND/OR -If a major road will be closed for more than two weeks AND/OR -Project includes significant tree removal		-Road will be closed more than a day, but less than two weeks AND/OR -Emergency repair work AND/OR -Other significant traffic impacts		-Routine Maintenance AND/OR -Road will be closed for less than a day	
Required Steps	Optional Steps	Required Steps	Optional Steps	Required Steps	Optional Steps
Staff will notify chief township officials through email, phone call and/or "Project Announcement" release.	During the grant application process, staff will inform the County Board of Road Commissioners of the call for projects and grant applications submitted.	Staff will notify chief township officials through email or phone call.	Staff will create a project webpage on wcroads.org.	Staff will share general information on WCRC's webpage.	Staff will post work updates on WCRC's social media pages.
Staff will mail letter to residents within the project limits explaining project details, and will mail/email a copy of the letter to township officials and county commissioner for that district.	If a grant is approved, staff will inform the County Board of Road Commissioners and post the grant application and approval notice to wcroads.org.	Staff will include the project on the Weekly Road Work Update during construction.	Staff will post project updates on WCRC's social media pages.		Staff will send out Media Advisory to township list when road is closed or lane restricted.
Staff will hold construction information meeting before project starts and invite residents within the project limits via mailed letter and other impacted residents via social media and website.	<i>When appropriate:</i> Staff will hold public meeting during design phase and invite residents within the project limits via mailed letter and other impacted residents via social media and website.	Staff will send out Media Advisory to township list when road is closed or lane restricted.	<i>When appropriate:</i> Staff will set-up message boards near project area providing project information (meeting dates, start dates, project webpage etc.)		Staff will distribute informational flyer explaining upcoming work.
Staff will create a project email list and webpage. Staff will provide at least monthly project updates to this page and email list.	<i>When appropriate:</i> Staff will set-up message boards near project area providing project information (meeting dates, start dates, project webpage etc.).		Once completed, staff will send a "we're open" email to residents, elected officials and post to social media		
Staff will post project updates on WCRC's social media pages.					
Staff will include the project on the Weekly Road Work Update during construction.					
Once completed, staff will send a "we're open" email to residents, elected officials and post to social media.					

Appendix D
FY 2019 Second Quarter Budget



WASHTENAW COUNTY ROAD COMMISSION

**2019 SECOND QUARTER BUDGET
AND
2020/2021 BUDGET PROJECTIONS**

2019 BUDGET QUARTERLY ANALYSIS (07/22/19)

The following is an analysis of the 2019 Budget through the second quarter.

REVENUE

Michigan Transportation Fund

The revenues for the first 5 months are approximately 8 percent higher than last year.

	2019	
Budget	YTD	Percentage Rcvd
\$28,000,000	\$ 10,196,271	36%

Federal/State Funds

Federal/State revenue activities represent primarily a continuation of carryover projects including Sharon Valley Rd Bridge, Textile Road and non-motorized trail, and other carryover projects. New projects include the Border to Border Trail, Baker from I94-Shield and Willis from Platt to US 23.

	2019	
Budget	YTD	Percentage Rcvd
\$ 14,774,000	\$ 2,068,541	14%

State Trunkline Maintenance

The State Trunkline Maintenance revenues reflect actual expenditures and are \$31,000 higher than last year.

	2019	
Budget	YTD	Percentage Rcvd
\$ 2,811,000	\$ 1,919,025	68%

Township Contributions

Reimbursements have been received from the first round of culvert invoices and Ypsilanti Township for bond reimbursements. The initial group of township billings has been prepared and submitted.

Budget Category	Budget	2019	
		YTD	Percentage Rcvd
Township Matching/Drainage	\$ 1,435,000	\$ 473,386	33%
Traffic Calming	100,000	0	0%
Ypsilanti bond reimbursement	654,000	27,125	4%
Ann Arbor Tech Park	0	0	
Culvert replacements	523,000	14,600	3%
Textile: Hines Dr. - Platt	375,000	0	0%
Carpenter @ Cloverlane	49,000	0	0%
Harris	0	0	
Chubb Road: Five Mile - Napier	3,500,000	0	0%
	\$ 6,636,000	\$ 515,111	

Other Contributions

A contribution was received from YCUA for Harris Road. A payment was received from Washtenaw County Parks for the Chelsea Path as well as the Huron Waterloo Trail. The initial county millage funds were received.

Budget Category	Budget	2019	
		YTD	Percentage Rcvd
County Millage Overlay/Seal	\$ 3,973,000	\$ 956,654	24%
Huron River Trail - B2B	2,213,000	0	0%
Huron Waterloo Trail	870,000	164,403	19%
Chelsea Path	1,100,000	580,439	53%
HRD - B2B Zeeb -Delhi	320,000	0	0%
Miscellaneous	120,000	154,072	128%
	\$ 8,596,000	\$ 1,855,569	

Miscellaneous Income

First quarter interest was posted. The Other Income primarily represents money collected for permit and subdivision projects as well as proceeds from the equipment auction. Proceeds were received for the 4 heavy truck installment purchase.

Budget Category	Budget	2019	
		YTD	Percentage Rcvd
Interest Income	\$ 75,000	\$ 128,039	171%
Gain/loss on sale	300,000	0	0%
Land Sales/Leases	1,800,000	901,677	50%
Permit/Subdivisions	300,000	303,784	101%
Special Assessment bonds	9,000	4,867	54%
Other	30,000	80,137	267%
	<u>\$ 2,514,000</u>	<u>\$ 1,418,504</u>	

EXPENDITURES

Operations

Expenditures are approximately as budgeted. Fuel costs continue to be volatile and will be monitored closely the remainder of the year. Limestone and Misc. Slag/Stone are higher than budgeted due to the wetter than normal spring weather.

Dept. 102 - 118 Operations

All Yards, the Shop, & Building and Grounds comprise the Operation Department Activities

Account	Description	2018		2019		PERCENTAGE USED
		YTD	BUDGET	YT		
703 -712	REGULAR WAGES	\$ 2,210,181	\$ 4,631,620	\$ 2,261,268		48.82%
703 -712	OVERTIME WAGES	471,362	875,000	483,872		55.30%
724	FRINGE	0	0	1,386		
727	POSTAGE	0	0	0		
728	OFFICE SUPPLIES	830	2,000	461		23.07%
729	ENGINEERING SUPPLIES	0	0	0		
730 & 861.XX	TRAINING	9,787	18,000	7,711		42.84%
731	JANITOR SUPPLIES	9,956	16,000	7,094		44.33%
732	TRAFFIC CONTROL SUPPLIES	11,262	16,000	17,604		110.02%
733	WELDING SUPPLIES	2,832	14,000	3,986		28.47%
734	EMPLOYEE SAFETY SUPPLIES	9,333	18,000	13,279		73.77%
735	MISCELLANEOUS SUPPLIES	40,365	87,000	34,586		39.75%
740 001	EQUIPMENT PARTS EXPENSE	55,029	125,000	72,158		57.73%
740 002	DIESEL EXHAUST FLUID EXPENSE	2,831	10,000	2,213		22.13%
740 003	DIESEL FUEL EXPENSE	277,391	500,000	264,234		52.85%
740 004	UNLEADED FUEL EXPENSE	60,676	150,000	58,696		39.13%
740 005	ANTIFREEZE	3,908	8,000	3,505		43.81%
740 006	MOTOR OIL/LUBRICANTS	15,968	35,000	17,031		48.66%
740 007	TIRES & TIRE ACCESSORIES	35,560	95,000	32,165		33.86%
740 008	BLADES	36,016	100,000	38,287		38.29%
761	GRAVEL	26,813	55,000	18,028		32.78%
762	COLD PATCH	44,047	100,000	45,890		45.89%
763	SAND	36,346	60,000	11,157		18.60%
764	SALT	354,421	899,000	701,276		78.01%
765	ASPHALT	6,576	54,000	1,807		3.35%
766	BRINE	26,248	99,000	37,469		37.85%
767	CULVERT	(211)	5,000	1,267		25.35%
768	SIGNS	0	0	0		
769	GUARDRAIL	678	7,000	3,135		44.79%
770	POSTS	0	0	0		
771	LIMESTONE	211,427	300,000	299,397		99.80%
773	MISC SLAG/STONE	37,805	60,000	49,834		83.06%
774	DRAINAGE ITEMS/CEMENT	1,559	15,000	1,978		13.19%
790	SMALL ROAD TOOLS	12,781	20,000	9,341		46.70%
791 074	INVENTORY ADJ:EQP REPAIR PARTS	513	32,000	2,743		8.57%
791 076	INVENTORY ADJ: ROAD MATERIALS	0	13,000	0		0.00%
801	CONTRACTUAL SERVICES	64,518	379,000	54,407		14.36%
806	LAUNDRY SERVICES	3,203	7,000	3,098		44.25%
807	DATA PROCESSING	6,695	10,000	9,582		95.82%
851	COMMUNICATIONS: CELL PHONE/TELEPN	18,180	35,000	21,998		62.85%
852	COMMUNICATIONS: RADIO	0	50,000	1,319		2.64%
853	COMMUNICATIONS: ANSWERING SERVICE	6,345	13,000	5,813		44.71%
874 001	ADVERTISING	0	2,000	0		0.00%
874 002	PRINTING EXPENSE	1,050	1,000	789		78.87%
875 000	INSURANCE: PROPERTY EQP PHYS DAMAGE	(21,150)	0	(4,519)		
882 000	INSURANCE: LIABILITY	2,959	3,000	3,079		102.63%
890	CLAIMS PAID	160	0	240		
921	UTILITIES: ELECTRIC SERVICE	53,208	115,000	57,535		50.03%
922	UTILITIES: HEAT/GAS/FUEL	65,018	90,000	65,311		72.57%
923	UTILITIES: WATER & SEWER	8,627	22,000	8,709		39.59%
931	REPAIRS/MAINT: BUILDINGS	34,942	95,000	53,821		56.65%
932	REPAIRS/MAINT: YARD & STORAGE	39,232	80,000	24,582		30.73%
933	REPAIRS/MAINT: SHOP EQUIPMENT	6,875	21,000	8,268		39.37%
934	REPAIRS/MAINT: OFFICE EQUIPMENT	2,186	4,000	101		2.53%
938	REPAIRS/MAINT: NON-RD EQP	36,830	125,000	50,233		40.19%
939	REPAIRS/MAINT: ROAD EQUIPMENT	139,476	325,000	130,003		40.00%
941	EQUIPMENT RENTAL	3,008,689	5,800,000	3,077,302		53.06%
669	EQUIPMENT RENTAL CREDIT	(2,999,804)	(5,800,000)	(3,059,432)		52.75%
944	BRINEWELL REGISTRATION FEE	500	1,000	500		50.00%
946	REPAIR/MAINT: FUEL SYSTEM	750	6,000	3,879		64.66%
956	SAFETY EXPENSES	0	1,000	0		0.00%
968 002	DEPRECIATION: BUILDINGS	124,016	250,000	128,226		51.29%
968 003	DEPRECIATION: ROAD EQUIPMENT	397,186	1,600,000	463,236		28.95%
968 004	DEPRECIATION: SHOP EQUIPMENT	8,937	18,000	11,946		66.37%
968 006	DEPRECIATION: YARD & STORAGE	96,017	190,000	94,814		49.90%
968 008	DEPRECIATION: DEPLETABLE ASSETS	0	0	0		
690 XXX	DEPRECIATION CREDIT	(626,156)	(2,058,000)	(698,223)		33.93%
	TOTAL	\$ 4,490,777	\$ 9,804,620	\$ 5,019,475		51.20%

Administration

The overall expenditures in this department are about as budgeted.

Dept. 216 - 228 - Administrative					
Commissioners, Executive, Finance, Human Resources, Information Systems, and Legal Departments					
Account	Description	2018		2019	
		YTD	BUDGET	YTD	PERCENTAGE USED
703 - 712	REGULAR WAGES	\$ 405,084	\$ 825,000	\$ 387,937	47.02%
703 - 712	OVERTIME WAGES	187	10,000	1,169	11.69%
724	FRINGES	33,000	6,000	0	0.00%
727	POSTAGE	4	1,000	0	0.00%
728	OFFICE SUPPLIES	1,101	5,000	953	19.07%
729	ENGINEERING SUPPLIES	30	1,000	77	7.66%
730 & 861.xx	TRAINING	7,404	20,000	5,533	27.66%
734	EMPLOYEE SAFETY SUPPLIES	0	0	375	
735	MISCELLANEOUS SUPPLIES	0	1,000	0	0.00%
740 004	UNLEADED FUEL EXPENSE	0	0	0	
801	CONTRACTUAL SERVICES	215,459	130,000	77,066	59.28%
803	LEGAL SERVICES	12,515	120,000	26,939	22.45%
804	AUDIT SERVICES	40,000	46,000	39,000	84.78%
807	DATA PROCESSING	54,424	70,000	84,260	120.37%
807 001	ANNUAL SOFTWARE MAINT.FEE-PCSI	16,066	18,000	16,066	89.26%
807 002	PCSI PROGRAMMING SUPPORT	6,231	15,000	1,550	10.34%
811	BANK FEES	0	1,000	0	0.00%
816	CREDIT CARD FEES	2,271	5,000	1,352	27.04%
851	COMM:CELL PHONES/SIGNALS	1,042	5,000	1,928	38.57%
874 001	ADVERTISING	11,730	9,000	5,245	58.28%
874 002	PRINTING EXPENSE	844	3,000	1,582	52.75%
875	INSURANCE:-PROP & EQP PHYS DAM	983	1,000	0	0.00%
882	INSURANCE: LIABILITY	0	0	0	
934	REPAIRS/MAINT: OFFICE EQUIPMENT	2,265	3,000	1,490	49.67%
939	REPAIRS/MAINT: ROAD EQUIPMENT	0	100	0	0.00%
941	EQUIPMENT RENTAL	1,548	1,000	2,169	216.93%
669	EQUIPMENT RENTAL CREDIT	(1,548)	(1,000)	(2,169)	216.93%
956	SAFETY EXPENSE	0	250	0	0.00%
968 002	DEPRECIATION: ADMIN BUILDING	41,339	59,000	42,742	72.44%
968 007	DEPRECIATION: OFFICE EQP/FURNITURE	31,346	49,000	49,037	100.08%
690	DEPRECIATION CREDIT	(72,685)	(108,000)	(91,780)	84.98%
	TOTAL	\$ 810,639	\$ 1,295,350	\$ 652,521	50.37%

Engineering

The overall expenditures for this department are lower than budgeted.

Dept. 314 - 328 - Engineering					
This department is comprised of Permits, Project Development, Construction and Traffic & Safety					
Account	Description	2018 YTD	BUDGET	2019 YTD	PERCENTAGE USED
703 - 712	REGULAR WAGES	\$ 974,225	\$ 2,290,000	\$ 1,084,092	47.34%
703 - 712	OVERTIME WAGES	53,214	140,000	47,893	34.21%
724	FRINGES	5,494	10,000	3,192	31.92%
727	POSTAGE	72	0	7	
728	OFFICE SUPPLIES	0	10,000	0	0.00%
729	ENGINEERING SUPPLIES	15,422	26,000	11,914	45.82%
730 & 861.xx	TRAINING	10,486	24,000	10,857	45.24%
732	TRAFFIC CONTROL SUPPLIES	16,530	40,000	7,573	18.93%
734	EMPLOYEE SAFETY SUPPLIES	5,138	6,000	3,632	60.53%
735	MISCELLANEOUS SUPPLIES	255	1,000	0	0.00%
740 001	EQUIPMENT PARTS EXPENSE	0	1,000	8	0.78%
740 004	UNLEADED FUEL EXPENSE	0	0	0	
768	SIGNS	39,847	125,000	36,172	28.94%
770	POSTS	13,765	27,000	14,199	52.59%
772	SIGNAL PARTS	25,999	70,000	11,726	16.75%
774	DRAINAGE ITEMS/CEMENT	0	0	0	
790	SMALL ROAD TOOLS	0	0	46	
791 076	INVENTORY ADJ: ROAD MATERIALS	0	25,000	0	0.00%
801	CONTRACTUAL SERVICES	56,296	155,000	32,793	21.16%
802 002	ENGRG SERVICES: ROW	90	0	30	
802 003	ENGRG SERVICES: DESIGN	0	0	0	
802 004	TESTING	0	5,000	0	0.00%
802 005	PLANNING	0	16,000	0	0.00%
807	DATA PROCESSING	1,079	31,000	25,593	82.56%
851	COMM:CELL PHONES/SIGNALS	9,310	20,000	13,660	68.30%
874 001	ADVERTISING	0	3,000	45	1.50%
874 002	PRINTING EXPENSE	2,305	6,000	2,591	43.19%
875 000	INSURANCE: PROPERTY EQP PHYS DAMA	0	0	0	
890	CLAIMS PAID	0	0	60	
921	UTILITIES: SIGNAL ENERGY	58,120	120,000	65,533	54.61%
934	REPAIRS/MAINT: OFFICE EQUIPMENT	3,792	6,000	1,401	23.35%
938	REPAIRS/MAINT: NON-RD EQP	1,158	5,000	1,898	37.96%
939	REPAIRS/MAINT: ROAD EQUIPMENT	0	2,000	0	0.00%
941	EQUIPMENT RENTAL	172,328	350,000	192,186	54.91%
669	EQUIPMENT RENTAL CREDIT	(172,328)	(350,000)	(192,186)	54.91%
944	STORM WATER PERMITS	24,856	50,000	30,151	60.30%
961	PROPERTY TAXES	0	8,000	0	0.00%
968 005	DEPRECIATION: ENGINEERING EQP	8,174	15,000	8,487	56.58%
690	DEPRECIATION CREDIT	(8,174)	(15,000)	(8,487)	56.58%
	TOTAL	\$ 1,317,454	\$ 3,222,000	\$ 1,405,064	43.61%

Non-departmental

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 the Road Commission at year-end. The 2019 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.

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.					
Account	Description	2018 YTD	BUDGE	2019 YT	PERCENTAGE USED
715	SOCIAL SECURITY/MEDICARE	\$ 310,567	\$ 699,000	\$ 317,211	45.38%
716	MEDICAL INSURANCE	3,175,928	3,900,000	3,527,546	90.45%
717	LIFE INSURANCE	47,998	130,000	47,249	36.35%
718	RETIREMENT	862,095	2,650,000	896,790	33.84%
719	WORKERS COMPENSATION	120,209	300,000	89,268	29.76%
720	UNEMPLOYMENT	0	10,000	0	0.00%
721	EMPLOYEE DRUG TESTING	3,470	8,000	3,219	40.24%
727	POSTAGE	3,011	10,000	(8)	-0.08%
728	OFFICE SUPPLIES	1,341	5,000	1,081	21.63%
730 & 861.XX	ASSOCIATION FEES	29,076	69,000	14,587	21.14%
734	EMPLOYEE SAFETY SUPPLIES	2,714	10,000	2,949	29.49%
735	MISCELLANEOUS SUPPLIES	64	2,000	50	2.50%
790	SMALL ROAD TOOLS	0	1,000	0	0.00%
805	HEALTH SERVICES	2,518	6,000	3,110	51.84%
851	COMMUNICATIONS:	0	1,000	0	0.00%
874 001	ADVERTISING	0	0	0	
874 002	PRINTING EXPENSE	421	2,000	0	0.00%
875	INSURANCE: PROP & EQP PHYS DAM	117,831	91,000	122,332	134.43%
878	INSURANCE: FLEET LIABILITY/MCC	62,458	54,000	65,805	121.86%
881	INSURANCE: ERRORS & OMISSIONS	43,979	55,000	65,771	119.58%
882	INSURANCE: LIABILITY	275,016	325,000	272,076	83.72%
890	CLAIMS PAID	3,814	6,000	1,298	21.63%
	TOTAL	\$ 5,062,510	\$ 8,334,000	\$ 5,430,336	65.16%

Debt Service

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

Dept. 660 - Debt Service					
This department represents all of the current portion of long term debt obligations.					
Account	Description	2018 YTD	BUDGET	2019 YTD	PERCENTAGE USED
991 003	DEBT SERV PRINC:YPSI NOTES	0	\$ 600,000	0	0%
991 006	INSTALL PURCH PRI: 2013 GRADERS	40,000	0	0	
991 007	INSTALL PURCH PRI: 2013 HVY TRUCKS	112,795	0	0	
991 008	INSTALL PURCH PRI: 2015 1st qtr HVY TRUCKS	93,333	160,000	93,333	58%
991 009	INSTALL PURCH PRI: 2015 4th qtr HVY TRUCKS	99,041	174,000	100,880	58%
991.010	INSTALL PURCH PRI: 2016 HVY TRUCKS	97,808	168,000	97,808	58%
991.011	INSTALL PURCH PRI: 2017 N/E SERVICE CENTER	550,000	550,000	550,000	100%
991.012	INSTALL PURCH PRI: 2018 HVY TRUCKS	80,659	194,000	112,922	58%
991.013	INSTALL PURCH PRI: 2018 TRACTORS	0	94,000	50,998	54%
991.014	INSTALL PURCH PRI: 2019 HVY TRUCKS	0	181,000	98,542	54%
991.015	INSTALL PURCH PRI: 2019 HVY TRUCKS (B)	0	0	0	
995 001	DEBT SERV INTEREST: SIB LOAN	0	0	0	
995 003	DEBT SER INT: YPSI NOTES	33,125	54,000	28,225	52%
995 006	INSTALL PURCH INT: 2013 GRADERS	(98)	0	0	
995 007	INSTALL PURCH INT: 2013 HVY TRUCKS	2,089	0	0	
995 008	INSTALL PURCH INT: 2015 1st qtr HVY TRUCKS	4,558	4,000	2,533	63%
995 009	INSTALL PURCH INT: 2015 4th qtr HVY TRUCKS	5,622	6,000	3,783	63%
995 010	INSTALL PURCH INT: 2016 HVY TRUCKS	6,435	8,000	4,757	59%
995 011	INSTALL PURCH INT: 2017 N/E SERVICE CENTER	52,090	92,000	48,505	53%
995 012	INSTALL PURCH INT: 2018 HVY TRUCKS	9,062	11,000	6,841	62%
995 013	INSTALL PURCH INT: 2018 TRACTORS	0	17,000	11,439	67%
995 014	INSTALL PURCH INT: 2019 HVY TRUCKS	0	25,000	15,643	63%
995 014	INSTALL PURCH INT: 2019 HVY TRUCKS (B)	0	0	0	
	TOTAL	\$1,186,519	\$2,338,000	\$1,226,209	52.45%

Reimbursable Road Projects/Capital Improvements/State Trunkline Expenditures

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

Dept. 770 - Reimbursable Road Projects, Capital Improvements and State Trunkline Expenditures				
This Budget Category includes all contractual obligations for construction and heavy maintenance projects on primary and local roads. Also included are state trunkline, permit activities, township agreement work and capital purchases. This does not include labor and equipment which are included in other Department budgets.				
Account	Description	2018 YTD	BUDGET	2019 YTD USED PERCENTAGE
727	POSTAGE	0	\$ 1,000	0 0.00%
729	ENGINEERING SUPPLIES	0	6,000	709 11.81%
730 & 861.xx	TRAINING	1,200	0	79
732	TRAFFIC CONTROL SUPPLIES	6,887	270,000	118,001 43.70%
734	EMPLOYEE SAFETY SUPPLIES	533	1,000	546 54.56%
735	MISCELLANEOUS SUPPLIES	630	1,000	556 55.65%
740 001	EQUIPMENT PARTS EXPENSE	131	0	209
740 007	TIRES & TIRE ACCESSORIES	0	0	0
761	GRAVEL	198	50,000	204 0.41%
762	COLD PATCH	32,743	40,000	30,050 75.13%
763	SAND	5,038	20,000	1,386 6.93%
764	SALT	232,116	525,000	356,990 68.00%
765	ASPHALT	258,946	577,000	4,079 0.71%
766	BRINE	237,959	600,000	182,331 30.39%
767	CULVERT	14,594	76,000	6,989 9.20%
768	SIGNS	4,806	5,000	1,807 36.14%
769	GUARDRAIL	102,636	150,000	40,104 26.74%
770	POSTS	1,517	4,000	579 14.49%
771	LIMESTONE	15,760	150,000	22,639 15.09%
772	SIGNAL PARTS	2,721	6,000	8,756 145.93%
773	MISC SLAG/STONE	87,415	200,000	4,393 2.20%
774	DRAINAGE ITEMS/CEMENT	3,518	8,000	0 0.00%
790	SMALL ROAD TOOLS	0	5,000	0 0.00%
801	CONTRACTUAL SERVICES	6,780,694	33,906,000	5,889,004 17.37%
802 001	ENGRG SERVICES: CONSTR ENGRG	68,699	1,220,000	115,373 9.46%
802 002	ENGRG SERVICES: ROW	133,657	100,000	32,318 32.32%
802 003	ENGRG SERVICES: DESIGN	306,108	636,000	412,169 64.81%
802 004	ENGRG SERVICES: TESTING	21,605	100,000	35,646 35.65%
802 005	PLANNING	0	120,000	87,402 72.84%
803	LEGAL SERVICES	21,993	75,000	15,177 20.24%
807	DATA PROCESSING	0	0	0
851	COMMUNICATIONS: CELL PHONE/TEL	0	350	0 0.00%
874 001	ADVERTISING	0	2,000	0 0.00%
874 002	PRINTING EXPENSE	0	500	0 0.00%
882	INSURANCE: LIABILITY	20,383	35,000	19,804 56.58%
890	CLAIMS PAID	0	500	0 0.00%
921	UTILITIES: SIGNAL ENERGY	2,708	9,000	2,121 23.57%
938	REPAIRS/MAINT: NON-RD EQP	0	0	0
939	EQUIPMENT REPAIRS	0	0	0
941 003	EQUIPMENT RENTAL - NONROAD	13,291	80,000	12,649 15.81%
944	BRINEWELL REGISTRATION FEE	0	500	0 0.00%
960	COUNTY DRAIN ASSESSMENT	0	100,000	0 0.00%
971	CAPITAL OUTLAY: LAND	0	50,000	0 0.00%
974	CAPITAL OUTLAY: LAND IMPRVMTS	10,846	0	0
975	CAPITAL OUTLAY: BUILDINGS	385,481	200,000	6,136 3.07%
976	CAPITAL OUTLAY: ROAD EQUIPMENT	1,369,265	3,436,000	1,502,871 43.74%
977	CAPITAL OUTLAY: SHOP EQUIPMENT	0	65,000	53,870 82.88%
978	CAPITAL OUTLAY: ENGRG EQUIPMENT	0	0	0
979	CAPITAL OUTLAY: YARD & STORAGE EQP	30,485	80,000	54,435 68.04%
980	CAPITAL OUTLAY: OFFICE EQ/FURN	57,244	100,000	93,759 93.76%
TOTAL		\$ 10,231,808	\$ 43,010,850	\$ 9,113,144 21.19%

RECOMMENDED BUDGET AMENDMENTS

Based on the second quarter analysis, the following Budget Amendments have been prepared.

1. Adjustments to various federal aid projects

See page 13 for a detail breakdown.

2. Adjustments to various non-federal aid projects

See page 14 for a detail breakdown.

3. State Trunkline Adjustments.

The State of Michigan has provided funding for overruns in winter maintenance. Therefore, the state trunkline revenues should be increased by \$265,000.00

4. Various adjustments

Due to additional "grit abrasive that was needed during winter maintenance a budget adjustment is needed. Therefore, the Operations Department Misc Slag/Stone should be increased by \$15,000.00

Because of an unusually wet spring additional patching was necessary. Therefore, the Operations Department Limestone should be increased by \$150,000.00

5. 2017 State Trunkline audit adjustment

The 2017 state trunkline audit was completed and the adjustment of \$299,284 should be added to trunkline maintenance revenues. Since it is anticipated that there will be a significant trunkline audit equipment adjustment going forward, staff is recommending establishing an assignment of fund balance dedicated to equipment. All trunkline audit equipment adjustments would be included. The amount of the equipment adjustment for the 2017 trunkline audit was \$283,453.

BUDGET REVISIONS (000'S)

	2019 BUDGET	PROPOSED REVISIONS	RECOMMENDED BUDGET
REVENUES			
Mich. Transportation Fund	28,000		28,000
Federal/State Funds	14,774	(1,489)	13,285
Trunkline Maintenance	2,811	564	3,375
Township Contribution	6,636	4,765	11,401
Other Contribution	8,596	20	8,616
Miscellaneous Inc.	2,514		2,514
	63,331	3,860	67,191
TOTAL	63,331	3,860	67,191
 EXPENDITURES			
Administration	1,295		1,295
Operations	9,805	165	9,970
Engineering	3,222		3,222
Nondepartmental	8,334		8,334
Debt Service	2,338	57	2,395
Total expenditures b/f project expenditures	24,994	222	25,216
Project expenditures:			
Reimb Road, C/O and STL	43,011	2,982	45,993
	43,011	2,982	45,993
TOTAL EXPENSES	68,005	3,204	71,209
REVENUES Over/(Under) EXP	(4,674)	656	(4,018)
2018 Fund Balance (Audited)	20,698		20,698
2019 Fund Balance (projected)	16,024		16,680 *

* \$1,900,000 is Nonspendable assets/prepaid expenses.

** Included is \$3,300,000 per PA 207

2019 FEDERAL/STATE AID PROJECTS

Estimated Costs (000 \$)

	Federal/State Grants			Contributions from others			Road Commission expenditures			Total
	Construction	Contract Services	WCRC Staff	Construction	Contract Services	WCRC Staff	Match	Contract Services	Staff	
PRIMARY ROADS										
Baker Road; I-94 - Shield	[3]	238	33				52	10	10	343
Carpenter Road; Ellsworth - Packard	[3]	0	0	0			0	15	10	25
Cavanaugh Lake Rd ovr Mill Creek	[3]	0	0				0	15	10	25
County-wide Traffic Signal System	[3]	950	40				100			1000
CMAQ Huron Traffic Signals		388	35							557
Dennison Rd Bridge ovr Saline River	[2]							100	15	115
Dixboro Road Trail, Phase 2	[2]				75	25				100
Ellsworth Road; Hewitt to Mich Ave	[3]	120					30	10	25	185
Forest Ave; Ypsi City Limits - Ford Blvd	[3]	360					90	10	25	485
Geddes Rd Bridge ovr Fowler Creek	[2]						10	80	15	95
Jackson Road; Fletcher - Steinbach	[3]	493	39				10	10		552
Harris Road; Michigan Ave to Holmes	[3]	200		40				25	35	240
Hewitt Road Pedestrian Crossing	[2]						98			60
Huron Rd Traffic Signal System	[3]	390		1663		500				498
HRD B2B; Metropark to Zeeb Segment D2	[3]	2886				300				5099
HRD B2B; Zeeb Rd to Delhi Segment D3	[2]					20				320
HRD- B2B Zeeb Rd - Delhi Phase 3	[2]					0				0
Huron Waterloo Trail; Ph 1A	[3]	80		20		20				125
Huron Waterloo Trail; Ph 1B	[3]	810		800		320				1955
Main Street; 6 Mile - East Shore	[3]	381					95	10	25	511
Miller Road Bridge	[2]							100	25	125
Miller Road @ Wagner Road	[2]							5	25	125
Old US-12; Kernwood - M-52	[3]	164					37	5	25	231
Plymouth Rd, US-12 to Whitehall Dr	[3]	352					88	10	25	475
PM Resurfacing STPR & D	[3]	0	0				0	0	0	0
Pontiac Trail @ Seven Mile Rd	[2]							50	10	60
Prospect Road; Geddes - Vreeland	[3]	382					96	10	25	513
Ridge Rd @ Hack Road	[3]	264					66	40	30	400
Saline-Milan Road Bridge	[3]	1254	700				111	150	50	1565
SAW Grant	[2]									750
Sharon Valley Road Bridge	[3]	700					35	25	50	735
Textile Rd; Hines Dr to Platt Road	[3]	500					200	25	50	775
Textile Rd Pathway	[3]	700		300		25				1075
Textile Road @ Woodland Drive	[2]	0					0	50	20	70
Wagner Road - North	[2]		23					15	8	46
Wagner Road - South	[2]		33					20	13	66
WCC TAP Grant	[3]	300		75		30				420
Willis Road; Platt - US 23	[3]	221					49	10	20	300
SUBTOTAL		12133	831	2898	1270	190	1156	870	556	20021
LOCAL ROADS										
SUBTOTAL		0	0	0	0	0	0	0	0	0
TOTAL		12133	831	2898	1270	190	1156	870	556	20021

- [1] ing
- [2] Design and ROW Acquisition Only
- [3] Construction

Note: Numbers that are bold represent a new or changed amount.

Date: 18-Jul-19

2019 NON FEDERAL/STATE AID PROJECTS

Estimated Costs (000's)

	Contributions from others			Road Commission expenditures			Total	
	Construction	Contract Services	WCRC Staff	Match	Contract Services	Staff		
PRIMARY ROADS								
Minor Projects					80	20	100	
Guardrail					80	20	100	
	0	0	0	0	160	40	200	
ROAD PROJECTS								
Ann Arbor-Saline Rd; Meijer - Lohr					0	0	0	2019
Carpenter @ Cloverlane		49			45	25	119	2018 carryover
Chelsea Non-motorized Path		1400					1400	2018 carryover
Grove Road slope stabilization					600	25	625	
Intersection improvements					0	0	0	2019
Zeeb Road Phase I	700			950	25	160	1835	
Zeeb Road Phase II [2]				0	0	0	0	
	700	1449	0	950	670	210	3979	
NON-MOTORIZED PROJECTS								
Non-motorized projects					400	145	545	
	0	0	0	0	400	145	545	
OTHER								
Overlay Program					380	20	400	
County Millage Overlay	1945		60	295			2300	
County Millage Sealcoat		550	275				825	
County Millage Limestone		340	330				670	
Limestone/Gravel					272	128	400	
PA 207 Overlay *	1000						1000	
PA 207 Sealcoat *		400	200				600	
PA 207 Limestone *		180	160				340	
Pavement Marking					275	15	290	
Sealcoat/Crack Sealing					400	200	600	
	2945	1470	1025	295	1326	364	7425	
BRIDGES/CULVERTS								
Emergency culverts						0	0	
Old US-12					0	25	25	
	0	0	0	0	0	25	25	
PRIMARY ROAD TOTAL	3645	2919	1025	1245	2556	784	12174	
LOCAL ROADS								
BRIDGES/CULVERTS								
East Delhi Road Bridge		0					0	
East HRD Service Dr [2]					40	10	50	
Emergency culverts							0	
Maple/Foster Road Bridge		0					0	
Various culvert projects	200				50	150	400	
Warren Road [3]	75	0	12		75	12	174	
	275	0	12	0	165	172	624	
OTHER								
Chubb Road; Five Mile - Napier [3]	3100	350	50				3500	
Scio SAD	0						0	
Various SADs	0		0				0	
Traffic Calming		75	25				100	
Sealcoat					0	0	0	
Township Matching Drainage		50	150		50	150	400	
Township Matching Program *		5119	1181		350	650	7300	
Pavement Marking					41	2	43	
	3100	5594	1406	0	441	802	11343	
LOCAL ROAD TOTAL	3375	5594	1418	0	606	974	11967	
PRIMARY & LOCAL TOTAL	7020	8513	2443	1245	3162	1757	24141	

* Revenues were received and recognized in 2018 per State of Michigan

Date: 25-Jul-19

Note: Numbers that are bold represent a new or changed amount.
[2] Preliminary Engineering Only

	Michigan Transportation Fund scenarios		Michigan Transportation Fund scenarios	
	(based on new revenue)		(based on new revenue)	
	No increase	Projected	No Increase	Projected
	2020 BUDGET	2020 BUDGET	2021 BUDGET	2021 BUDGET
REVENUES				
Mich. Transportation Fund	28,000	31,000	28,000	33,000
Federal/State Funds	11,125	11,125	8,829	8,829
Trunkline Maintenance	2,511	2,511	2,511	2,511
Township Contribution	3,058	3,058	2,335	2,335
Other Contribution	4,637	4,637	1,450	1,450
Miscellaneous Inc.	1,634	1,634	1,634	1,634
TOTAL	50,965	53,965	44,759	49,759
EXPENDITURES				
Administration	1,395	1,395	1,445	1,445
Operations	10,058	10,058	10,328	10,328
Engineering	3,347	3,347	3,472	3,472
Nondepartmental	8,834	8,834	9,334	9,334
Debt Service	2,454	2,454	2,193	2,193
Total expenditures b/f project expenditures	26,087	26,087	26,772	26,772
Project expenditures: Reimb Road, C/O and STL	30,657	30,657	25,108	25,108
	30,657	30,657	25,108	25,108
TOTAL EXPENSES	56,744	56,744	51,880	51,880
REVENUES Over/(Under) EXP	(5,779)	(2,779)	(7,121)	(2,121)
2018 Fund Balance (Audited)	20,631	20,631	20,631	20,631
2019 Fund Balance (projected)	16,880	16,880	16,880	16,880
2020 Fund Balance (projected)	11,101	14,101	11,101	14,101
2021 Fund Balance (projected)			3,981	11,981

Appendix E
Grants 2019-2023

WCRC Grants, 2019 - 2023 Construction Years

Township	Project Name	Location	Granting Agency	Source of Funds	Construction Year	Date of Application	Decision Date	Grant Amount	Projected Construction Cost	Source of Matching Dollars	Brief Description	Status	Project Manager
Ann Arbor	Huron River Dr Trail (WCC)	Clark Rd to WCC Fitness Center	MDOT - Transportation Alternative Program	Federal	2019	Feb-17	May-17	\$ 292,000	\$ 330,000	Washtenaw County Community College	Construct non-motorized pathway	Design is in progress	Matthew MacDonell, macdonellm@wccroads.org, (734) 327-6688
Lyndon	Huron-Waterloo Trail on M-52	Green Lake Campground to North Territorial Rd	MDOT - Transportation Alternative Program	Federal	2019	Oct-15	May-16	\$ 810,000	\$ 2,000,000	Huron Waterloo Pathways Initiative and Washtenaw County Parks & Recreation	Construct non-motorized pathway	Design is in progress	Matthew MacDonell, macdonellm@wccroads.org, (734) 327-6688
Pittsfield	Carpenter Rd	Ellsworth Rd to Packard Rd	MDOT - Economic Development	State	2019	May-17	Dec-17	\$ 375,000	\$ 1,528,000	Federal & WCRC	Resurfacing	Design is in progress	Matthew MacDonell, macdonellm@wccroads.org, (734) 327-6688
Pittsfield	State Rd	Michigan Av (US-12) to Ellsworth Rd	MDOT - Economic Development	State	2019	Nov-18	May-19	\$ 1,200,000	\$ 2,500,000	WCRC	Resurfacing	Not selected for funding	Matthew MacDonell, macdonellm@wccroads.org, (734) 327-6688
Pittsfield	Textile Rd	0.5 miles east of State Rd to Michigan Ave	MDOT - Economic Development / Transportation Alternative Program	State/Federal	2018/2019	2016	Apr-16	TEDF - \$2,840,000 / TAP - \$800,000	\$ 4,200,000	WCRC, Pittsfield Township	Pave gravel road and construct non-motorized pathway	Completed	Mark McCulloch, mccullochm@wccroads.org, (734) 327-6679
Scio	Huron River Dr Segment D2	Dexter-Huron Metropark to Zeeb Road	MDOT - Transportation Alternative Program	Federal	2019	2016	Jul-05	\$ 2,800,000	\$ 4,400,000	Washtenaw County Parks & Recreation	Construct non-motorized pathway	Construction is in progress	Matthew MacDonell, macdonellm@wccroads.org, (734) 327-6688
Various	County-wide Signal Network	County-Wide	MDOT - Congestion Mitigation/Air Quality	Federal	2019	Mar-18	Apr-18	\$ 1,000,000	\$ 1,000,000	WCRC	Upgrade central traffic signal system, etc.	Design is in progress	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Various	Ypsilanti/Huron Signals Upgrade	County-Wide	MDOT - Congestion Mitigation/Air Quality	Federal	2019	Mar-18	Apr-18	\$ 488,000	\$ 488,000	WCRC	Upgrade central traffic signal system, etc.	Design is in progress	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
York	Ridge Rd	At Hack Rd	MDOT - Highway Safety Improvement Program	Federal	2019	Aug-17	Feb-18	\$ 311,000	\$ 330,000	WCRC	Realign intersection, improve curve	Design is in progress	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
York/City of Saline	Saline-Milan Rd Bridge	Over Saline River	MDOT - Local Bridge Program	State/Federal	2019	May-16	Nov-16	\$ 840,000	\$ 885,000	WCRC	Replace existing structure	Design is in progress	Aaron Berkholz, berkholza@wccroads.org, (734) 327-6648
Ann Arbor	Dixboro Rd Trail Phase 2	Mattaei Botanical Garden to Plymouth Rd	Washtenaw County Parks and Recreation Connecting Communities	Local	2020	2018	2019	\$ 68,000		Ann Arbor Township	Preliminary engineering costs to construct non-motorized pathway	Design is in progress	Aaron Berkholz, berkholza@wccroads.org, (734) 327-6648
Ann Arbor	Dixboro Rd Trail Phase 2	Mattaei Botanical Garden to Plymouth Rd	MDOT - Transportation Alternative Program	Federal	2020	2018	TBD	\$ 730,000	\$ 1,576,000	Ann Arbor Township	Construct non-motorized pathway	Application under review	Aaron Berkholz, berkholza@wccroads.org, (734) 327-6648
Lima	Wagner Rd	Ann Arbor-Saline Rd to Liberty Rd	MDOT - Highway Safety Improvement Program	Federal	2020	Aug-18	Feb-19	\$ 665,000	\$ 665,000	WCRC	Roadside safety improvements; centerline rumbles, signal/sign improvements	Design is in progress	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Scio	Huron River Trail (Border to Border Segment D2)	Zeeb Rd to Loch Alpine	MDOT - Transportation Alternative Program	Federal	2020	Mar-18	Jul-18	\$ 1,000,000		Huron Waterloo Pathways Initiative and Washtenaw County Parks	Construct non-motorized pathway	Design is in progress	Matthew MacDonell, macdonellm@wccroads.org, (734) 327-6688
Scio	Miller Rd Bridge	Over Honey Creek	MDOT - Local Bridge Program	State/Federal	2020	May-17	Nov-17	\$ 950,000	\$ 1,000,000	WCRC	Replace existing structure	Design is in progress	Aaron Berkholz, berkholza@wccroads.org, (734) 327-6648
Scio	Wagner Rd	Liberty Rd to Huron River Dr	MDOT - Highway Safety Improvement Program	Federal	2020	Aug-18	Feb-19	\$ 430,000	\$ 430,000	WCRC	Roadside safety improvements; signal/sign improvements	Design is in progress	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Pittsfield/ City of Saline	Textile Rd	At Woodland Dr	MDOT - Highway Safety Improvement Program	Federal	2020	Aug-17	Feb-18	\$ 455,000	\$ 506,000	WCRC and City of Saline	Construct roundabout	Design is in progress	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Various	Pittsfield & Ypsilanti Township Signals Upgrade	County-Wide	MDOT - Congestion Mitigation/Air Quality	Federal	2020	Mar-18	Apr-18	\$ 1,053,000	\$ 1,053,000	WCRC	39 Intersections Countywide	Design is in progress	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Ypsilanti	Hewitt Rd	at Burns Ave	MDOT - Highway Safety Improvement Program	Federal	2020	Aug-18	Feb-19	\$ 292,000	\$ 292,000	Ypsilanti Township	Improve pedestrian safety	Design is in progress	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Ann Arbor	Dixboro Road Turn Lane	Intersection of Dixboro Road and Plymouth Road	MDOT - Congestion Mitigation/Air Quality	State/Federal	2021	Jul-19	-	\$ 300,000		WCRC	Southbound right turn lane, in partnership with non-motorized project planned in area.	Application under review	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Dexter	Dexter Townhall Road Safety Improvements	Dexter Townhall Road between Island Lake Road and North Territorial Road	MDOT - High Risk Rural Roadways Program	State/Federal	2021	Aug-19	-	\$ 312,588		WCRC	Install high friction surface, pavement markings, sign upgrades	Application under review	Brent Schlack, schlackb@wccroads.org, (734) 327-6670

Dexter, Webster	Dexter-Pinckney Road Safety Improvements	Dexter-Pinckney Road from county line to Island Lake Road	MDOT - Highway Safety Improvement Program	State/Federal	2021	Aug-19	-	\$ 663,890		WCRC	Centerline rumble strips, pavement markings, sign and signal upgrades	Application under review	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Pittsfield, York	Carpenter Road Signal Upgrade	Intersection of Carpenter Road and Bemis Road	MDOT - Highway Safety Improvement Program	State/Federal	2021	Aug-19	-	\$ 549,969		WCRC	Install box span traffic signal	Application under review	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Scio	Jackson Road Interconnect Project	Intersections of Jackson Road and Baker Road, Zeeb Road and Wagner Road	MDOT - Congestion Mitigation/Air Quality	State/Federal	2021	Jul-19	-	\$ 1,274,418		WCRC	Signal interconnection, modernization, and actuation for 16 traffic signals along corridor	Application under review	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Superior	Geddes Road Bridge	Over Fowler Creek	MDOT - Local Bridge Program	State/Federal	2021	May-18	Nov-18	\$ 932,000		WCRC	Replace existing structure	Design is in progress	Aaron Berkholz, berkholza@wccroads.org, (734) 327-6648
Webster	Mast Road Bridge	Over the Huron River	MDOT - Local Bridge Program	State/Federal	2021	May-18	Nov-18	\$ 184,000		WCRC	Preventative maintenance	Design is in progress	Aaron Berkholz, berkholza@wccroads.org, (734) 327-6648
Webster	North Territorial Road Safety Improvements	North Territorial Road between Mast Road and Webster Church Road	MDOT - Highway Safety Improvement Program	State/Federal	2021	Aug-19	-	\$ 652,660		WCRC	Centerline rumble strips, sign upgrades, turn lanes, drainage improvements	Application under review	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
York	Dennison Road Bridge	Over the Saline River	MDOT - Local Bridge Program	State/Federal	2021	May-18	Nov-18	\$ 1,519,000		WCRC	Replace existing structure	Design is in progress	Aaron Berkholz, berkholza@wccroads.org, (734) 327-6648
Ypsilanti	Bridge Road Bridge	Over the Huron River	MDOT - Local Bridge Program	State/Federal	2021	May-18	Nov-18	\$ 215,000		WCRC	Preventative maintenance	Design is in progress	Aaron Berkholz, berkholza@wccroads.org, (734) 327-6648
Pittsfield	State Road Interconnect Project	State Road corridor	MDOT - Congestion Mitigation/Air Quality	State/Federal	2022	Jul-19	-	\$ 501,482		WCRC	Interconnect 5 traffic signals	Application under review	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Superior	Plymouth Road Interconnect Project	Plymouth Road corridor	MDOT - Congestion Mitigation/Air Quality	State/Federal	2022	Jul-19	-	\$ 535,358		WCRC	Signal interconnection, modernization and actuation for 8 traffic signals	Application under review	Brent Schlack, schlackb@wccroads.org, (734) 327-6670
Countywide	Countywide Interconnect System Enhancement	Countywide	MDOT - Congestion Mitigation/Air Quality	State/Federal	2023	Jul-19	-	\$ 1,402,500		WCRC	Countywide Interconnect System upgrades (equipment, infrastructure, and software) and implementation of new features such as incident management and emergency preemption	Application under review	Brent Schlack, schlackb@wccroads.org, (734) 327-6670

Appendix F

2021 – 2021 Draft Millage Plan Map



Washtenaw County Millage Projects 2021-2024

Road
and Non-Motorized
Projects

DRAFT

Road Projects

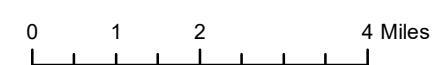
- 2021
- 2022
- 2023
- 2024

● Road Intersection Project

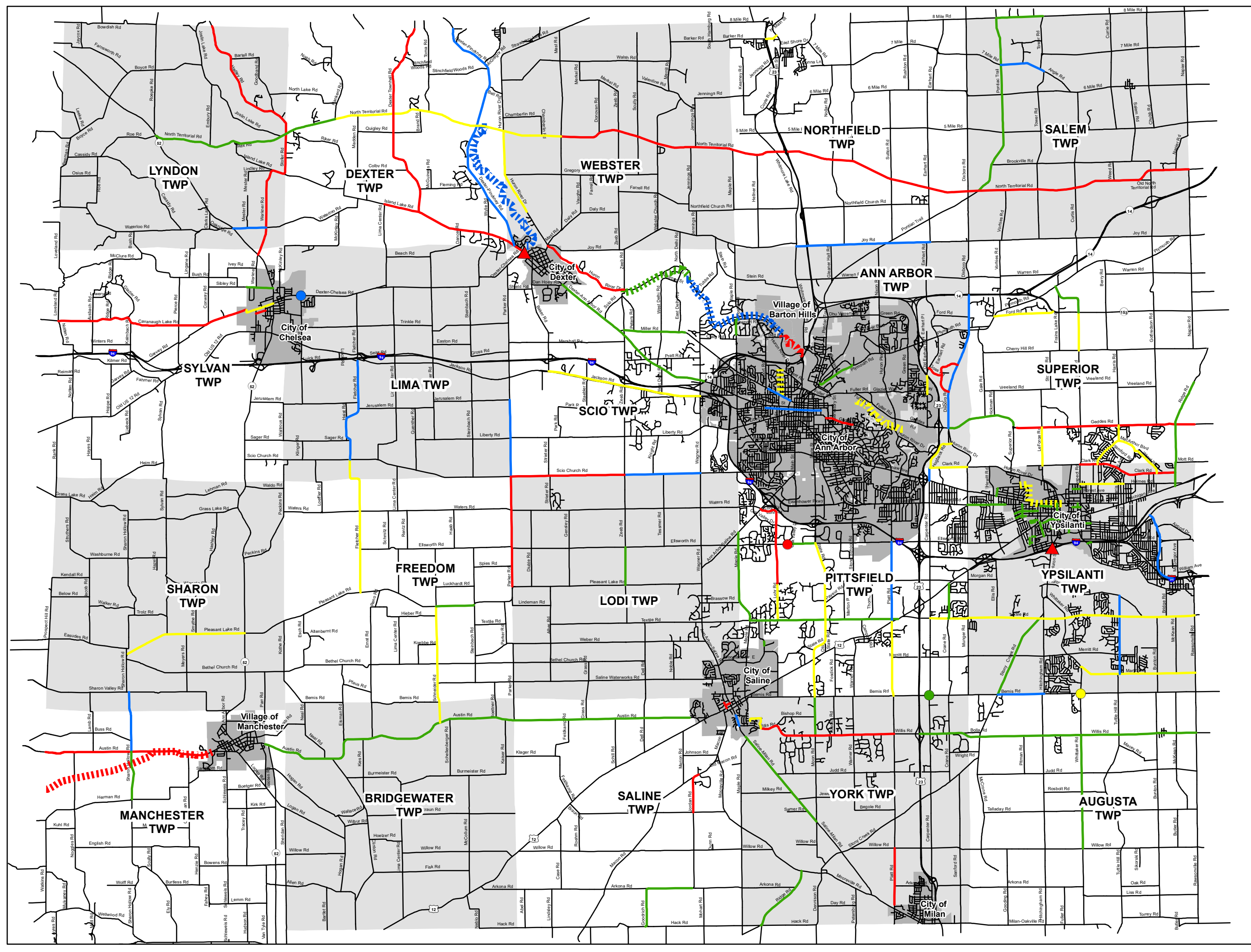
Non-Motorized Projects

- - - 2021
- - - 2022
- - - 2023
- - - 2024

▲ Non-Motorized Project



Updated: September 5, 2019



Appendix G

Life of a Road Flyer

The Life of a Road

Preserving our investments with preventative maintenance



Road work is an expensive endeavor. The Washtenaw County Road Commission (WCRC) works very hard to apply the principles of asset management with the available preventative maintenance tools to maintain the more than 1,600 miles of road under WCRC's jurisdiction. Check out the graphic below to get an idea of when each tool is the best option, depending on the road condition and budget constraints. Visit wcroads.org to learn more.

Crack Seal

Estimated Cost*: \$10,000 per mile

Impact: Can last up to 3 years

What: Fills cracks (less than 3/4" wide) with asphalt sealant. Seals pavement from water and debris.

When: The best time to crack seal is when cracks start to develop and are still relatively small.

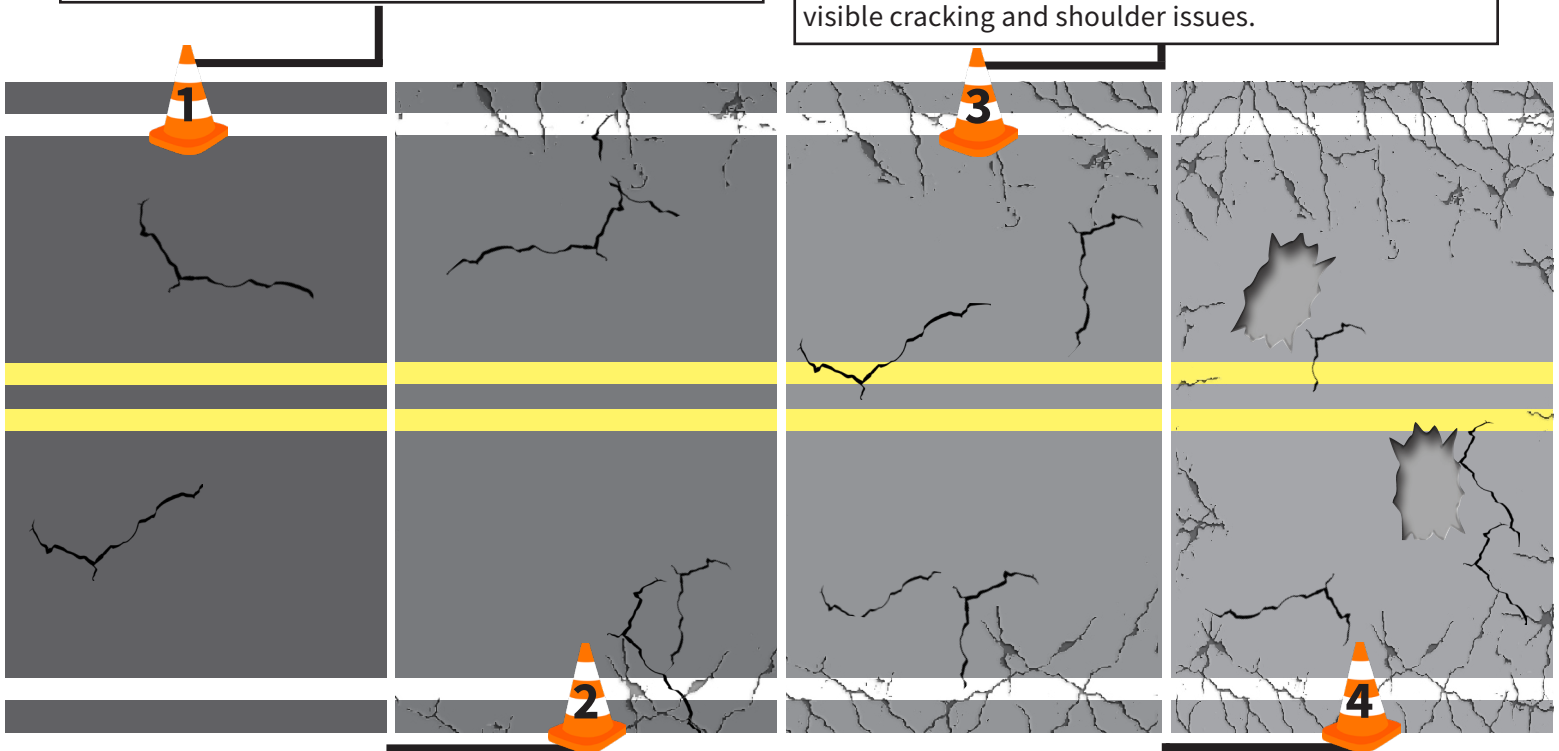
Mill and Overlay

Estimated Cost*: \$180,000 per mile

Impact: Can extend the life of the road by 5 to 7+ years

What: One layer of existing asphalt is removed and the road is resurfaced with a new layer of asphalt.

When: The best time to mill and overlay is when the top layer of pavement has started to deteriorate with visible cracking and shoulder issues.



Chip Seal (Seal Coat)

Estimated Cost*: \$23,000 per mile

Impact: Can extend the life of the road by 3 to 5 years

What: Liquid asphalt, followed by aggregate chips, that seals pavement from water, sunshine and debris.

When: The best time for a chip seal is when the road is still in good or fair condition with slight cracking starting to show. WCRC is working to chip seal new pavement within a year or two after it has been placed to extend the pavement life.

Pulverize and Resurface

Estimated Cost*: \$350,000 per mile

Impact: Can extend the life of the road by 10 to 15+ years

What: A pulverizer, capable of breaking up 6 to 10" of existing asphalt and aggregate base, recycles and compacts the pulverized asphalt to create a new road base, and then covers it with two layers of new asphalt.

When: This is one of the last options due to cost. It is used when the road is in very poor condition with large potholes and heavy cracking.

*Estimated costs are based on 2019 prices for two-lane roads

Questions? Contact WCRC

(734) 761-1500

wcroads.org

Facebook/Twitter @WashtenawRoads

Appendix H
Yard 1 Master Plan



Washtenaw CRC

Yard 1 Master Plan Update

Board Working Session

August 21, 2018

Time: 9:00 a.m.

Updated December 18, 2018

HOBBS + BLACK ARCHITECTS

PURPOSE

1. Determine if Yard 1 can meet WCRC's current and + 50 future needs
2. How was this done?
 1. Determined current and future staffing (+10 years)
 2. Determined current and future equipment needs (+10 years)
 3. Determined future support needs (salt barn/fueling station/vactor dump/automated vehicle wash/materials areas)
 4. Conducted a physical inspection of all facilities
 5. Evaluated available infrastructure (water/sewer/power/etc)
 6. Evaluated available land to support operations
 7. Tested our findings with concept building and site plans.

2001 ADMINISTRATION BUILDING – STAFFING PROJECTIONS

1. Administration

1. Current = 6
2. 10 year = 6

2. Accounting

1. Current = 2
2. 10 year = 5

3. Engineering

1. Current = 30
2. 10 Year = 38

4. Operations Administration

1. Current = 5
2. 10 year = 5

5. IT

1. Current = 2
2. 10 year = 4

6. Interns

1. Current = 7
2. 10 year = 7

7. **Current staffing level** = 50

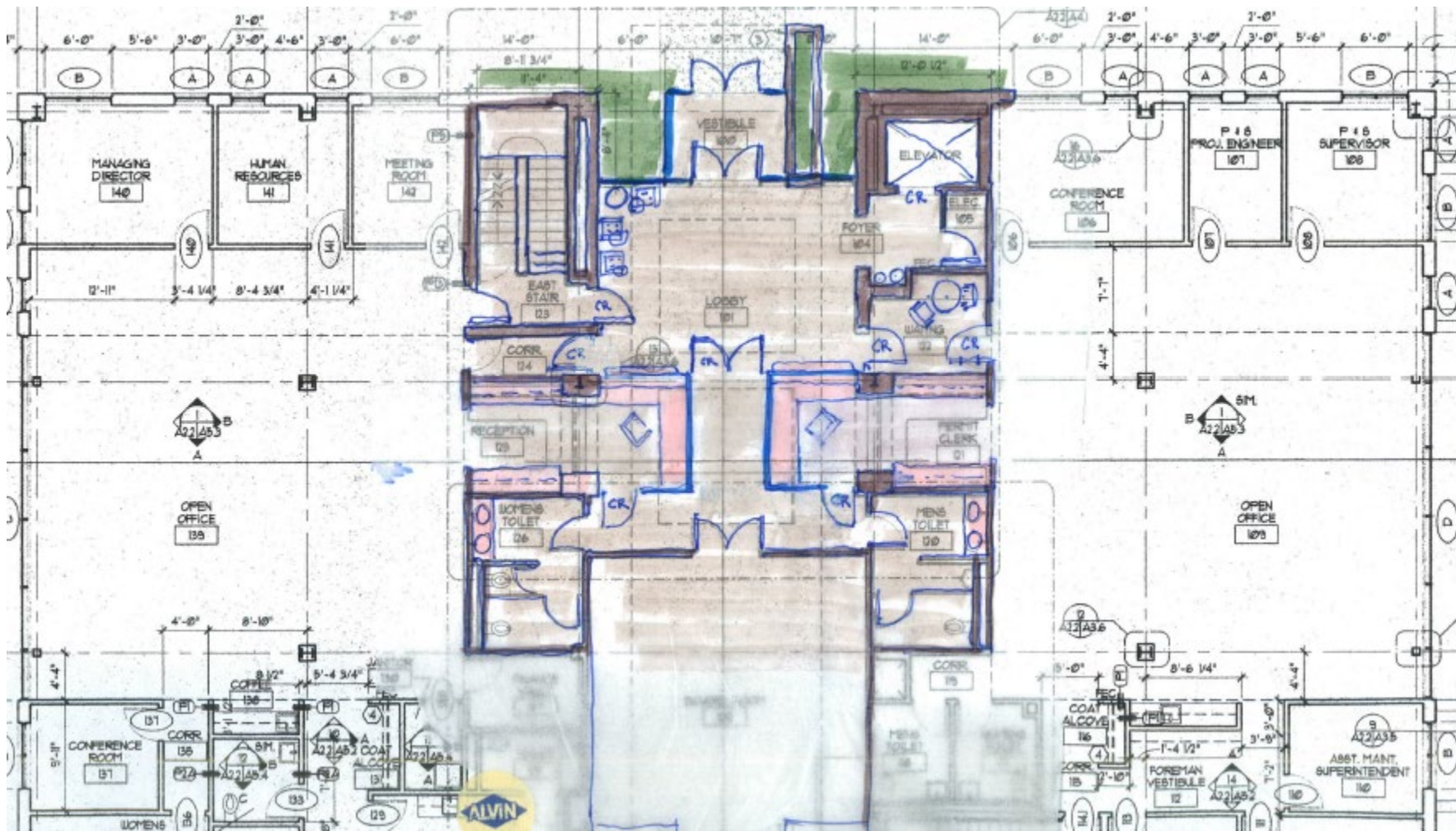
8. **10 year projected** = 58



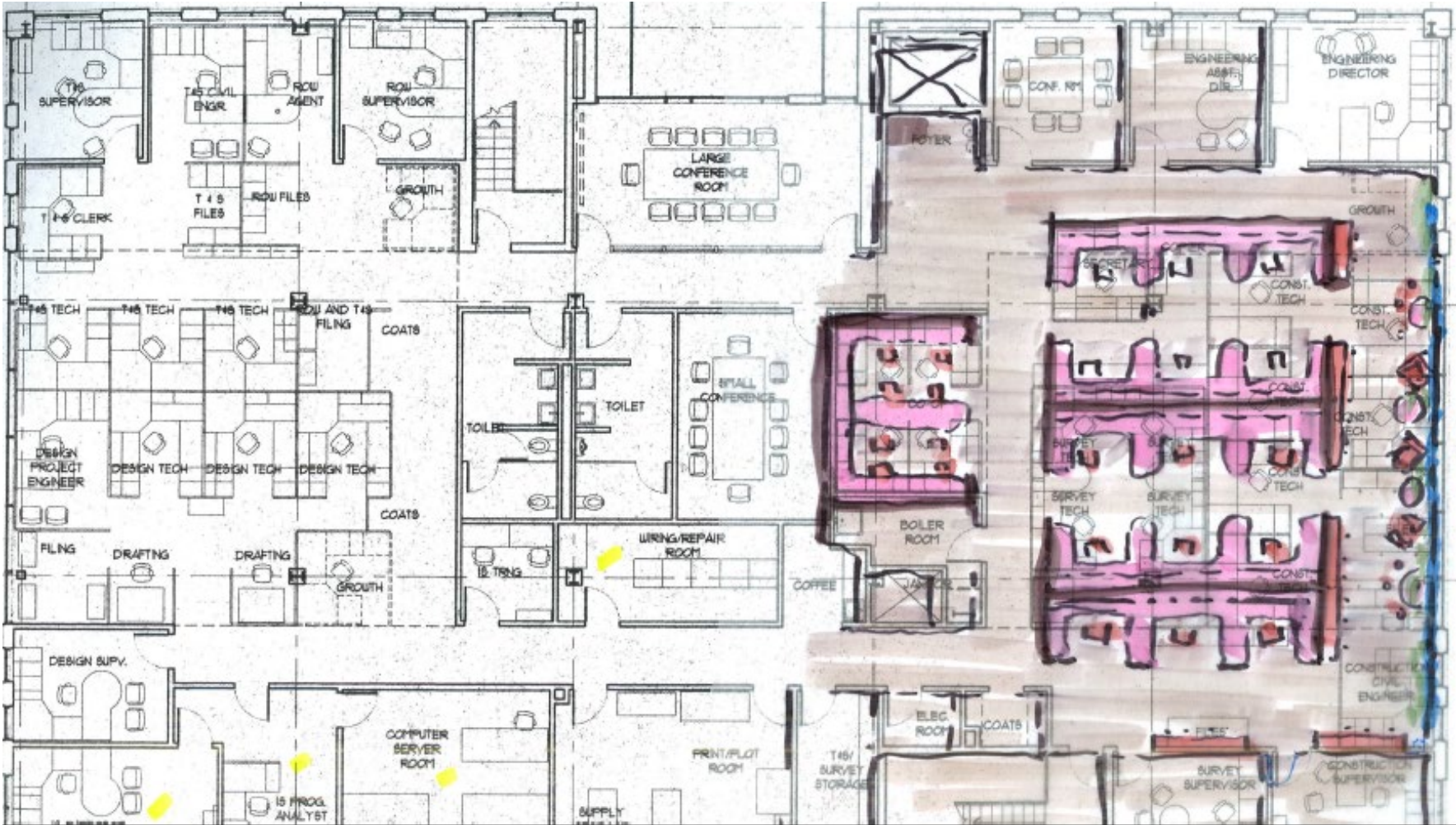
2001 ADMINISTRATION BUILDING STAFFING ANALYSIS

1. Existing Administration = 28,505 sq. ft.
2. Existing Work Stations = 39
3. Existing Offices = 17
4. Maximum Work Stations & Offices Supported = 78
5. 10 year projected Work Station & Office need = 58
6. Available growth = 20 Work Stations/staff
7. If Traffic Signal relocates out of bldg = + 3-4 staff
8. If Operations relocates out of bldg = + 5 staff
9. Additional available growth = + 8-9 staff
10. Total staff supported if Traffic Signal and Operations relocates
+ 29 staff at 10 years + 37 staff from current staffing

2001 ADMINISTRATION BUILDING – SECURE LOBBY CONCEPT



2001 ADMINISTRATION BUILDING – CONCEPT 2ND FLOOR PLAN



1965 VEHICLE MAINTENANCE BUILDING – STAFFING

1. Foreman

1. Current = 5
2. 10 year = 6
3. (+1 Clerk)

2. Group Leaders

1. Current = 5
2. 10 year = 7
3. (+1 Bldg. & Grounds, +1 Heavy Equip)

3. Assistant Bldg & Grounds

1. Current = 2
2. 10 Year = 2

4. Mechanics

1. Current = 6
2. 10 year = 6

5. Stockroom

1. Current = 1
2. 10 year = 2

6. Asst Storekeeper

1. Current = 1
2. 10 year = 1

7. HVY Truck Drivers

1. Current = 19
2. 10 year = 20
3. (+1 vacancy)

8. HVY Equipment Operators

1. Current = 5
2. 10 year = 5

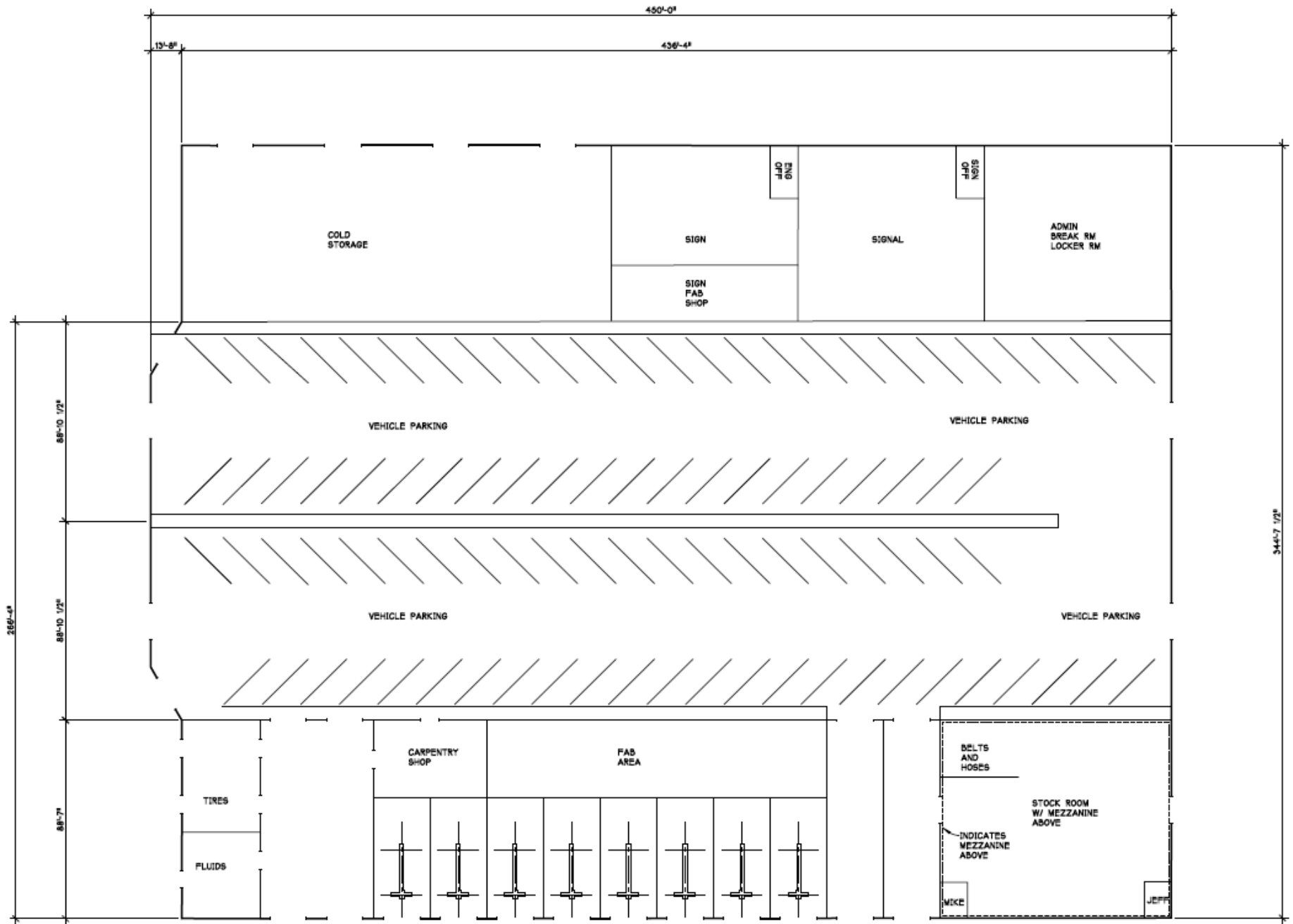
9. Total Employees

1. Current = 44
2. 10 Year = 49



EXISTING VS. NEW COMPARISON

1. Existing Operations Building = 38,891 sq. ft.
2. Projected new Operations Building = 152,551 sq. ft. (which includes 14,820 sq. ft. of potential Cold Storage)
3. Existing Cold Storage = 10,500 sq. ft.
4. Projected 10 yr Cold Storage Needs = 30,000 sq. ft.
5. If Cold Storage is constructed with new Operations Building a stand alone Cold Storage building of about 15,000 sq. ft. must be built to accommodate the 10 yr projected Cold Storage needs.



269'-4"

88'-0 1/2"

88'-10 1/2"

88'-7"

13'-8"

450'-0"

436'-4"

344'-7 1/2"

COLD STORAGE

SIGN

SIGN FAB SHOP

RING OFF

SIGNAL

SIGN OFF

ADMIN BREAK RM LOCKER RM

VEHICLE PARKING

VEHICLE PARKING

VEHICLE PARKING

VEHICLE PARKING

TIRES

FLUIDS

CARPENTRY SHOP

FAB AREA

BELTS AND HOSES

STOCK ROOM W/ MEZZANINE ABOVE

INDICATES MEZZANINE ABOVE

MIKE

JEFF

OPTION 5 FLOOR PLAN
SCALE - 1/8" = 1'-0"
12,000 SQ. FT.



SUPPORT FACILITIES COMPARISON

1. Existing Salt Dome

1. 12,000 ton with very little room for mix piles and maneuverability
2. Functionally obsolete

2. New Salt Barn

1. 12,000 ton capacity for salt, abrasives and mix piles with maneuverability space
2. 100,000 gallon double wall brine AST's integral with truck loading operations

3. Existing Brine Station

1. (3) 17,000 gallons, not under cover, single wall tanks in containment pit

4. Existing Fueling Depot - 1995

1. (1 ea) 12,000 gallon Diesel and Gas
2. (2) dispensers, Fuel master FMU's
3. Depot under canopy

5. New Fueling Depot

1. (1) 8,000 gallon gas, (2) 10,000 gallon diesel with room for (1) future diesel
2. (4) dispensers, (1) heated DEF, Fuel master FMU(s)
3. Depot under canopy

6. New Vector Dump

1. Incorporated onto the rear of the Salt Barn

SUPPORT FACILITIES – CONT'D

7. Stockpile Material Storage Area (3-4 acres required)

1. 400 cubic yards - 22a gravel
2. 400 cubic yards - 23a limestone
3. 100 cubic yards - 1x3 limestone
4. 400 cubic yards - 6a limestone
5. 150 cubic yards - 4a limestone
6. 80 cubic yards - medium rip rap
7. 10 cubic yards - heavy rip rap
8. 4000 cubic yards - furnace slag
9. 600 cubic yards - grit
10. 500 cubic yards - cold patch
11. 200 cubic yards - slag sand
12. 100 cubic yards – pea stone

8. Outdoor Storage Areas

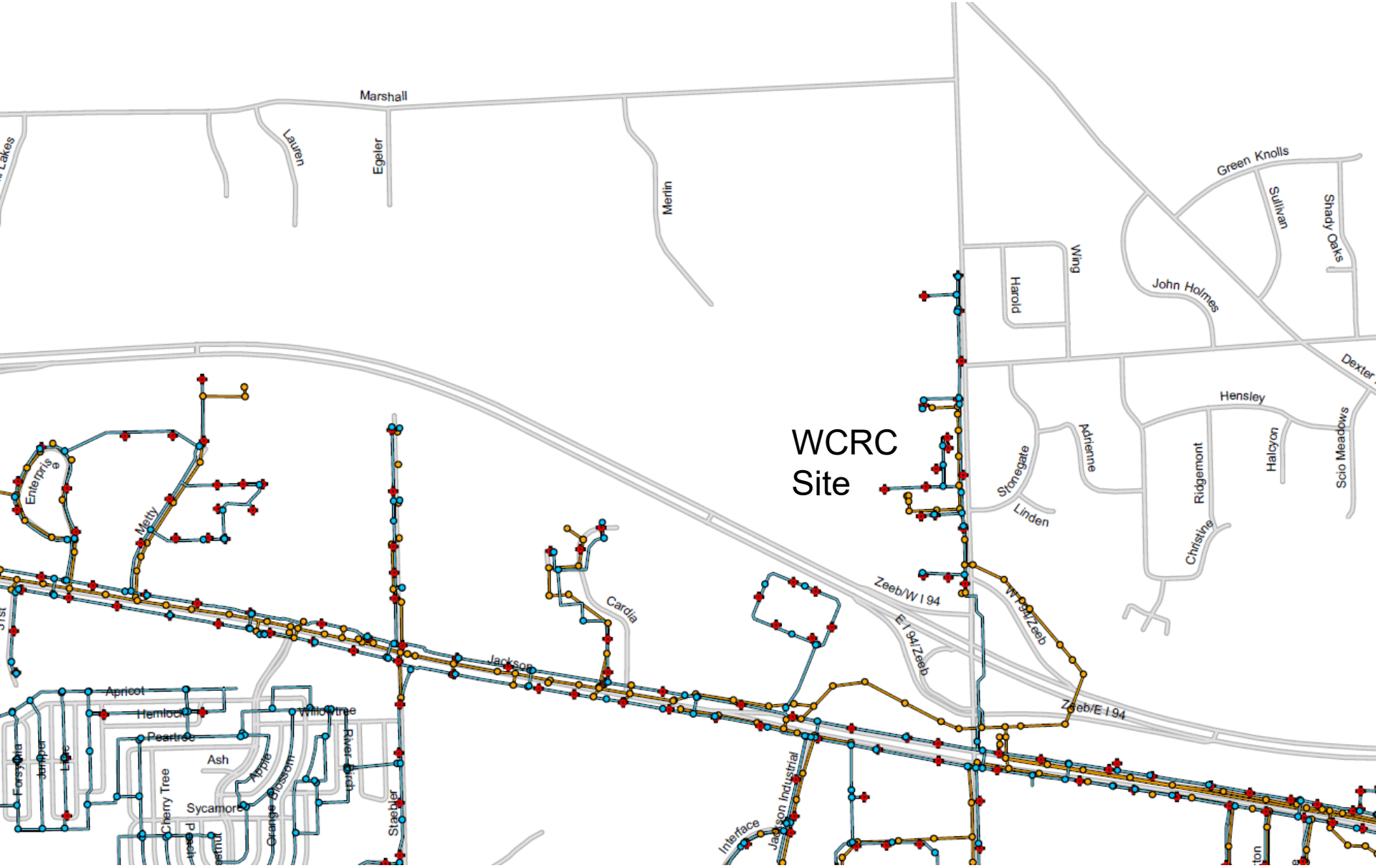
1. Vehicles = 11,520 sq. ft. (36 items)
2. Misc. Plows = 5,000 sq. ft. (55 items)

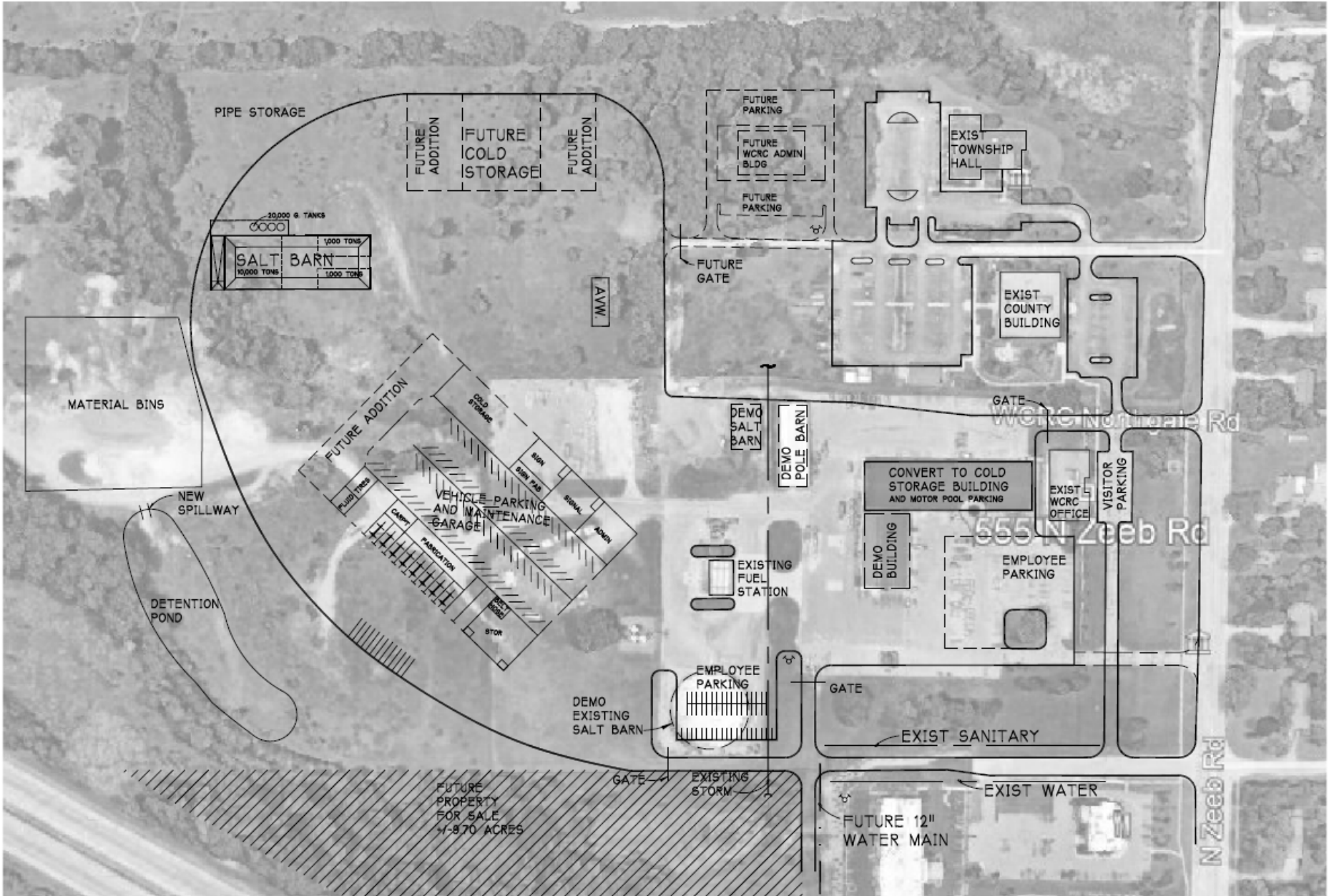
PROPOSED IMPLEMENTATION PLAN

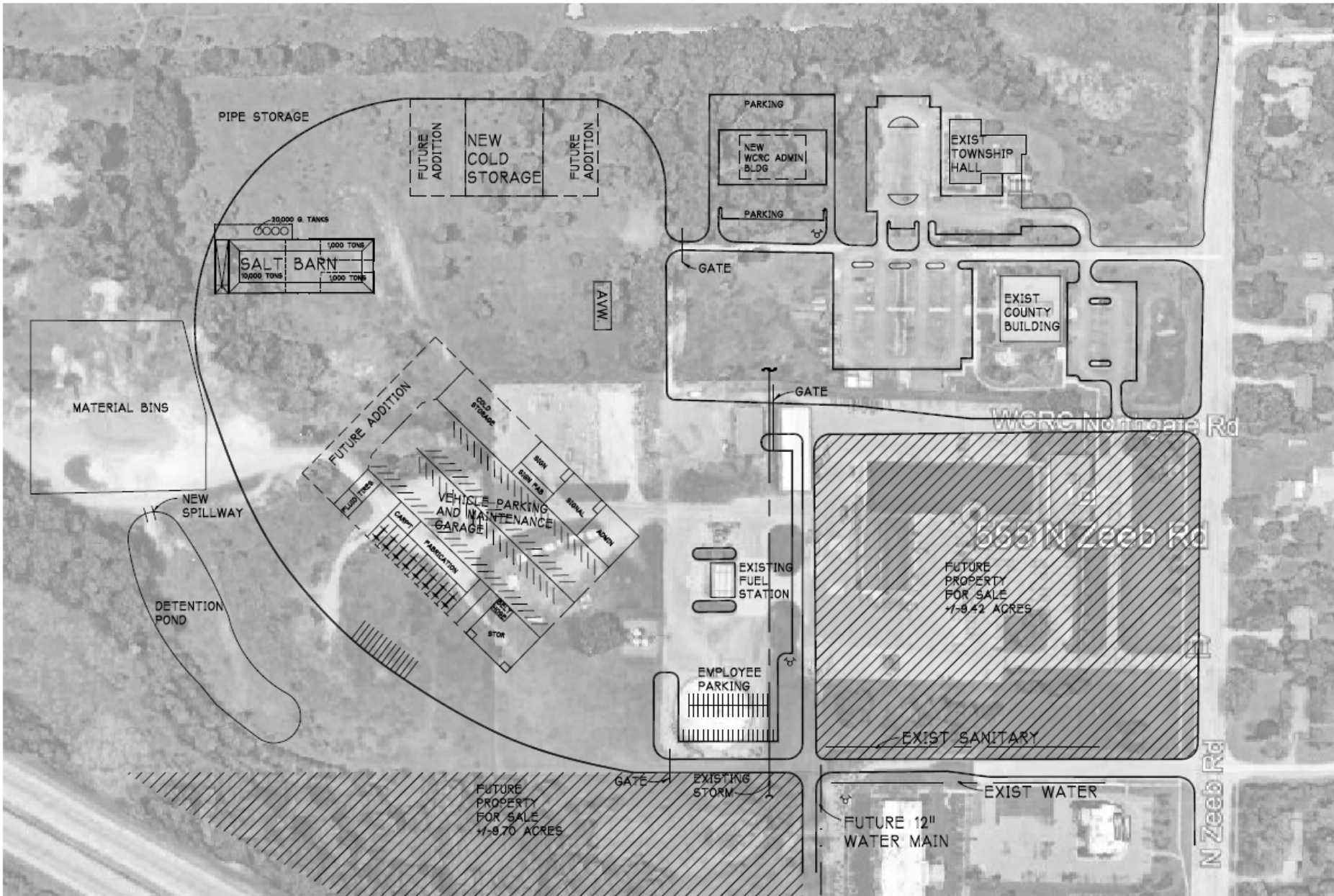
1. Construct new Salt Barn with Vector Dump & Brine Tanks, Automated Vehicle Wash Building & U/G Utilities
2. Demo the existing Salt Dome & Brine Tank Farm
3. Construct New Maintenance & Vehicle Parking Garage, convert the existing to Cold Storage, material yards, site work & demo green storage building and old wood salt barn
4. Demo existing Fueling Depot
5. Construct new Fueling Depot



SCIO TOWNSHIP WATER & SEWER MAP







PROPOSED TOTAL PROJECT COST ESTIMATES BY PHASE

1. Phase 1 New Salt Barn with Vactor Dump & Brine Tanks, Automated Vehicle Wash Building, Demo Existing Salt Dome and Brine Tank Farm, major site utilities = \$5-6M
2. Phase 2 New Vehicle Parking & Maintenance Garage – convert existing VPG to Cold Storage, Demo Existing Salt Barn and Green Storage Building, major site work & materials yard = \$30-32.7M
3. Phase 3 New Fueling Depot & miscellaneous site work = \$1-2M
4. Total Projected Project Cost Including Construction Contingency = \$40.7M



Opinion of Probable Construction Costs #5

Date 12/18/18

Washtenaw County Road Commission - Yard 1 Master Plan Implementation

Note: 1. The quantities and costs are shown for Concept Design estimating purposes only.
 2. Contingencies and allowances have been included.

Item No.	Description	Quantity	Unit	Unit Cost		Amount
1	Site Improvements					
2	Summary of all sitework items - inc building demo	1	Allow	\$3,200,000.00	=	\$3,200,000
3	Site Work Subtotal					\$3,200,000
4	Building Improvements					
5	Vehicle Parking Garage	152,551	SF	\$156.00	=	\$23,797,956
6	Convert Existing VPG to Cold Storage	27,000	SF	\$11.00	=	\$297,000
7	Bin Block Area	1	LS	\$250,000.00	=	\$250,000
8	12,000 Ton Salt Barn w/Lean Too's & Vactor Dump	30,000	SF	\$110.00	=	\$3,300,000
9	Cold Storage Building	0	SF	\$0.00	=	\$0
10	Fueling Station	1	LS	\$650,000.00	=	\$650,000
11	Vactor Dump (part of salt barn)	0	LS	\$0.00	=	\$0
12	Vehicle Wash Building (34x90) inc equip	2,560	SF	\$250.00	=	\$640,000
13	Solar Carport	80	EA	\$5,000.00	=	\$400,000
14	Administratration Building Security Upgrade to Lobby	1	LS	\$250,000.00	=	\$250,000
15	Building Improvements Subtotal	179,551	SF			\$29,584,956
16	Site and Building SubTotal					\$32,784,956
17	Environmental Remediation	1	Allow	0.8%	=	\$245,887
18	Site and Building Total					\$33,030,843
19	Contractor Overhead & Profit	1	Allow	3.0%	=	\$990,925
20	CM Staffing Costs	1	Allow	3.5%	=	\$1,156,080
21	CM General Conditions Reimbursable Costs	1	Allow	0.9%	=	\$297,278
22	Performance, Labor & Materials Bond & Ins.	1	Allow	1.4%	=	\$462,432
23	Building Permit(s) & Plan Review	1	Allow	\$40,000.00	=	\$40,000
24	Total Hard Bid Construction Cost					\$35,977,557
25	Construction Testing	1	Allow	\$75,000.00	=	\$75,000
26	Printing, Document Distribution, Bid Advertisement	1	Allow	\$10,000.00	=	\$10,000
27	Geo-technical/Soil Borings	1	LS	\$15,000.00	=	\$15,000
28	Sewer Tap Fee	1	LS	\$20,000.00	=	\$20,000
29	Gas Connection Fees	1	LS	\$20,000.00	=	\$20,000
30	Electrical Connection Fees	1	Allow	\$20,000.00	=	\$20,000
31	Soft Cost Total					\$160,000
32	Project Total Hard Bid & Soft Costs					\$36,137,557
33	A/E Fee	1	Allow	5.0%	=	\$1,651,542
34	A/E Reimbursables	1	Allow	\$25,000.00	=	\$25,000
35	Construction Contingency	1	Allow	5.0%	=	\$1,651,542
36	Environmental Consultant	1	Allow	0.1%	=	\$36,138
37	Financing/Attorney Fees	1	Allow	\$50,000.00	=	\$50,000
38	Subtotal					\$3,414,222
39	Overall - IT Equipment	1	Allow	\$75,000.00	=	\$75,000
40	Overall - Building Equipment	1	Allow	\$750,000.00	=	\$750,000
41	Overall - Furniture	1	Allow	\$75,000.00	=	\$75,000
42	Overall - Computers	1	Allow	\$50,000.00	=	\$50,000
43	Overall - Conferencing Tech	1	Allow	\$30,000.00	=	\$30,000
44	Overall - Phone System System	1	Allow	\$50,000.00	=	\$50,000
45	Overall - CCTV & Card Security System	1	Allow	\$150,000.00	=	\$150,000
46	Items Subtotal					\$1,180,000
47	ESTIMATED TOTAL PROJECT COSTS				=	\$40,731,779
48	Estimated Utility Rebates Available	1	Allow	\$50,000.00		\$50,000

\$37,864,100 total w/o Contingency

\$39,044,100 total w/o contingency

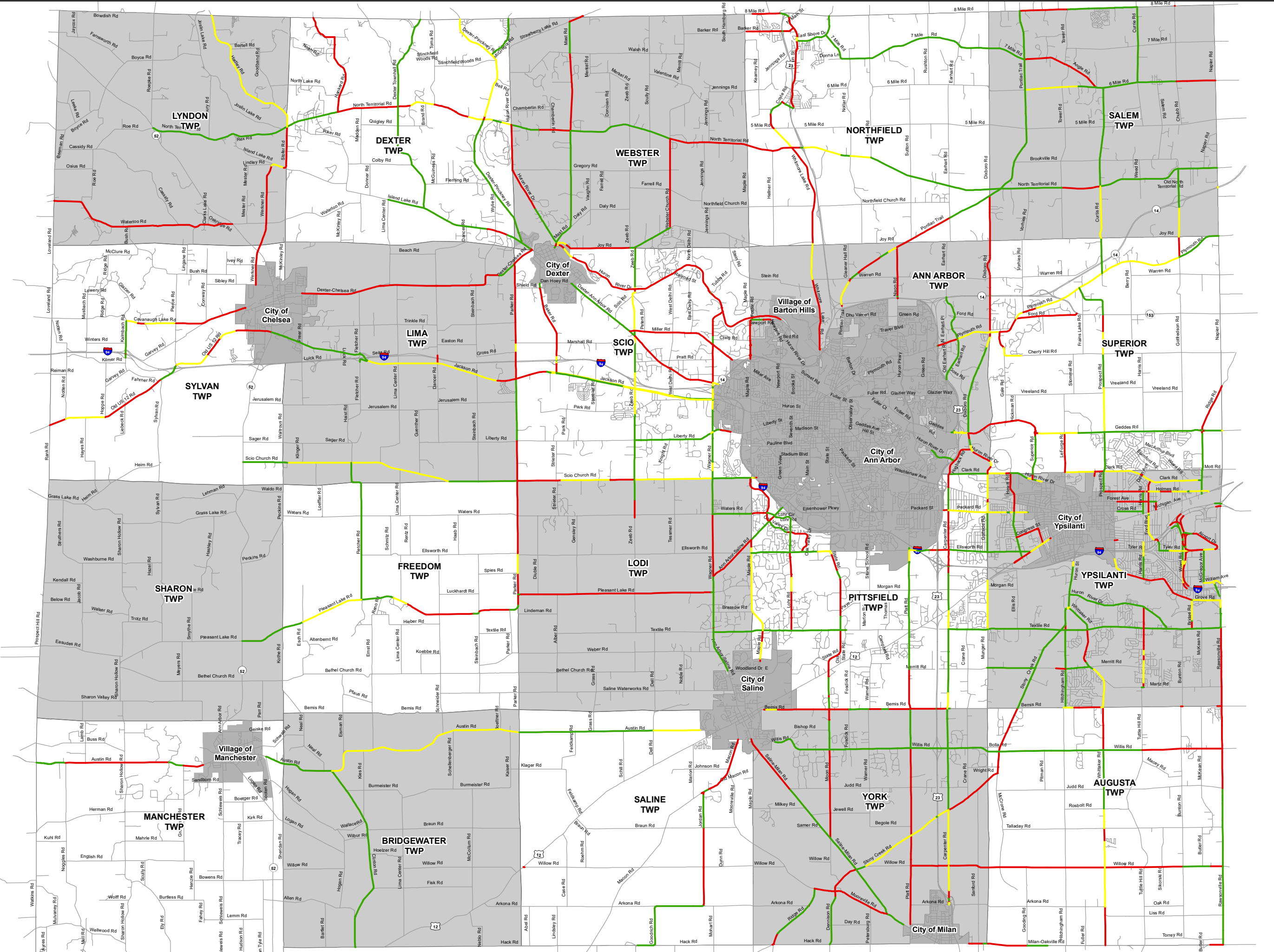
total with contingency

Appendix I
Countywide PASER Map

Federal Aid Eligible Paved Roads

2018 Pavement Surface Evaluations and Ratings (PASER)

- Good - Routine Maintenance
201.8 Miles
- Fair - Capital Preventative Maintenance
90.1 Miles
- Poor - Structural Improvement
197.3 Miles



Appendix J

Township Contributions to County Roads
2009 – 2018

Township Contributions to Roads in Washtenaw County

2009 - 2018

Township	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	10 Year Average
Ann Arbor	\$ 28,095	\$ 65,768	\$ 48,936	\$ 54,000	\$ 122,000	\$ 224,919	\$ 43,175	\$ 112,300	\$ 655,070	\$ 92,109	\$ 144,637
Augusta	\$ 75,955	\$ 82,867	\$ 97,139	\$ 202,000	\$ 203,000	\$ 192,169	\$ 158,618	\$ 190,800	\$ 120,462	\$ 161,503	\$ 148,451
Bridgewater	\$ 77,195	\$ 92,055	\$ 31,690	\$ 34,000	\$ -	\$ 40,306	\$ 54,651	\$ 30,400	\$ 28,245	\$ 12,543	\$ 40,109
Dexter	\$ 59,022	\$ 111,093	\$ 89,771	\$ 105,000	\$ 82,000	\$ 536,784	\$ 55,724	\$ 22,200	\$ 22,346	\$ 197,973	\$ 128,191
Freedom	\$ 25,614	\$ 20,655	\$ 42,018	\$ 45,000	\$ 57,000	\$ 31,716	\$ 51,334	\$ 47,100	\$ 28,315	\$ 44,258	\$ 39,301
Lima	\$ 16,457	\$ 16,492	\$ 47,146	\$ 51,000	\$ 70,000	\$ 117,285	\$ 118,676	\$ 171,300	\$ 207,502	\$ 236,477	\$ 105,233
Lodi	\$ 189,808	\$ 104,746	\$ 149,491	\$ 415,000	\$ 141,000	\$ 483,502	\$ 67,065	\$ 602,000	\$ 339,568	\$ 231,286	\$ 272,346
Lyndon	\$ 22,678	\$ 23,052	\$ 19,615	\$ 23,000	\$ 16,000	\$ 45,285	\$ 19,390	\$ 38,500	\$ 32,588	\$ 22,550	\$ 26,266
Manchester	\$ 115,716	\$ 134,765	\$ 97,607	\$ 128,000	\$ 47,000	\$ 64,246	\$ 77,675	\$ 59,000	\$ 124,690	\$ 105,580	\$ 95,428
Northfield	\$ 38,975	\$ 74,983	\$ 42,420	\$ 62,000	\$ 84,000	\$ 93,195	\$ 109,907	\$ 99,800	\$ 107,816	\$ 96,714	\$ 80,981
Pittsfield	\$ 476,544	\$ 141,754	\$ 183,354	\$ 792,000	\$ 393,000	\$ 880,819	\$ 907,340	\$ 841,100	\$ 959,392	\$ 659,425	\$ 623,473
Salem	\$ 175,256	\$ 182,658	\$ 172,900	\$ 296,000	\$ 1,042,000	\$ 459,327	\$ 425,626	\$ 525,400	\$ 573,943	\$ 483,407	\$ 433,652
Saline	\$ 97,375	\$ 91,138	\$ 100,563	\$ 92,000	\$ 110,000	\$ 143,066	\$ 159,024	\$ 180,900	\$ 136,294	\$ 133,371	\$ 124,373
Scio	\$ 5,210,586	\$ 421,950	\$ 89,455	\$ 1,245,000	\$ 833,000	\$ 1,108,452	\$ 1,269,480	\$ 1,015,000	\$ 225,961	\$ 14,957	\$ 1,143,384
Sharon	\$ 28,437	\$ 28,995	\$ 53,539	\$ 34,000	\$ 20,000	\$ 14,755	\$ 24,306	\$ 26,800	\$ 28,926	\$ 49,782	\$ 30,954
Superior	\$ 313,807	\$ 237,260	\$ 160,633	\$ 280,000	\$ 322,000	\$ 324,001	\$ 244,797	\$ 491,300	\$ 411,799	\$ 141,438	\$ 292,704
Sylvan	\$ 24,571	\$ 24,458	\$ 17,371	\$ 10,000	\$ 8,000	\$ 26,852	\$ 73,968	\$ 38,100	\$ 81,838	\$ 72,370	\$ 37,753
Webster	\$ 101,145	\$ 80,596	\$ 134,745	\$ 153,000	\$ 89,000	\$ 16,019	\$ 15,765	\$ 190,500	\$ 368,739	\$ 150,531	\$ 130,004
York	\$ 26,774	\$ 34,021	\$ 26,507	\$ 34,000	\$ 108,000	\$ 418,883	\$ 460,000	\$ 121,800	\$ 146,686	\$ 465,358	\$ 184,203
Ypsilanti	\$ 1,211,765	\$ 817,627	\$ 1,189,083	\$ 4,970,000	\$ 2,794,000	\$ 2,510,384	\$ 1,048,026	\$ 826,800	\$ 941,218	\$ 1,214,181	\$ 1,752,308
Annual Totals	\$ 8,315,773	\$ 2,786,933	\$ 2,793,982	\$ 9,025,000	\$ 6,541,000	\$ 7,731,965	\$ 5,384,547	\$ 5,631,100	\$ 5,541,399	\$ 4,585,814	\$ 5,833,751

Appendix K

Township Resolutions of Support for WCRC's
Current Structure

Manchester Township
Washtenaw County, Michigan
Resolution 19-11
September 10, 2019

"A resolution to support the existing structure of separate Road Commission appointed by the County Board of Commissioners."

Whereas, the Washtenaw County Road Commission (WCRC) has served Washtenaw County townships for 100 years. The efficient surface pattern of roads and streets we now enjoy are a direct result of the planning and oversight of the WCRC. The commission enjoys a remarkable depth of experience, low turnover and an organizational commitment to quality and service.

Whereas, the Washtenaw County Board of Road Commissioners has been key to setting organizational policy and standards, maintaining open communication with townships, and seeking ideas to improve commission performance. The Road Commissions are particularly suited to understand the concerns of rural and suburban townships.

Whereas, Manchester Township values the cooperative relationship established with the WCRC. Trust has been built, priorities and challenges are shared, ideas and concerns are freely exchanged, and cost-sharing projects completed. This relationship has resulted in better communication, elimination of waste and measurable cost savings for the township and the WCRC.

Whereas, the competent and dedicated staff at WCRC understands issues unique to rural road construction and maintenance. Their high level of engineering, operations and administrative expertise is demonstrated by the lean structure of the road commission, the work they accomplish with restricted funding, and their dedication to serve the motoring public.

Whereas, WCRC is responsive to citizen complaints. Local area foremen communicate with township officials to set and prioritize repairs, explain reasons for any delays, and respond in a timely manner to safety issues on the township roadways.

Whereas, the Washtenaw County Board of Commissioners has recently initiated a *Review of WCRC Structure* as part of a "Calendar of Deliverables" for 2019-2020.

NOW, THEREFORE, BE IT RESOLVED that Manchester Township supports the existing structure of a separate Road Commission appointed by the County Board of Commissioners.

BE IT FURTHER RESOLVED that this Board urges the Washtenaw County Board of Commissions to recognize the unique services required by rural townships and preserve the existing knowledge base, high level of professional expertise, and efficient organizational structure of the Washtenaw County Road Commission.

Township Trustee DeRossett moved the adoption of the forgoing Resolution, which was seconded by Township Trustee Seefeld and thereupon adopted by the Manchester Township Board of Trustees by a roll call vote of the Township Board at the regular meeting, held this 10th day of September 2019.

The following members voted:

Ayes: DeRossett, Macomber, Carey, Milkey, Seefeld, Proctor

Nays: None

Absent or abstain: Moutinho

The supervisor declared the resolution adopted.


Danell Proctor, Township Clerk

**CHARTER TOWNSHIP OF SUPERIOR
WASHTENAW COUNTY, MICHIGAN**

A RESOLUTION OF SUPPORT FOR THE WASHTENAW COUNTY ROAD COMMISSION

RESOLUTION NUMBER: 2019-34

DATE: AUGUST 19, 2019

WHEREAS, the Washtenaw County Road Commission (WCRC) has served townships in Washtenaw County for 100 years, and despite being chronically underfunded by the State of Michigan for over two decades, the WCRC has utilized revenues to plan, build and maintain the county road system; and

WHEREAS, there is now an effort to review folding the WCRC into a county department by resolution of the Washtenaw County Board of Commissioners; and

WHEREAS, Superior Township has historically benefitted from the current relationship with the WCRC precisely because the organization is based on engineering principles and not political demands from local leaders; and

WHEREAS, it will be unfair to elected county commissioners that represent cities to decide infrastructure decisions which primarily affect townships. This has the potential to create divisions between the county and the townships reminiscent of the police services lawsuit; and,

WHEREAS, while MCL 224.6(7) has been the law for years, there has been no serious county planning or financial analysis, that included townships, to evaluate whether making the WCRC a county department is feasible, desirable or will result in improvements or costs savings; and it would be bad policy to absorb the WCRC without extensive analysis and collaboration with townships, MDOT, and other transportation agencies; and,


WHEREAS, Superior Township appropriates hundreds of thousands of dollars per year from township general fund sources for road improvements. A county commission takeover of the roads will result in political demands upon the Washtenaw County Board of Commissioners to pay for local road improvements in townships with county funds from townships that have failed to adequately plan financially for expensive infrastructure improvements, thus transferring local financial problems and hardships to the county with potential financial consequences similar to the Sylvan Township sewer debt.

NOW THEREFORE BE IT RESOLVED, Superior Township asserts that the current road commission structure of government is the one most likely to administer highway funds in a fair and consistent manner, and which will require each township to carefully rely on its own financial wherewithal to meet local road improvement projects in their own jurisdiction over and above the projects funded by Public Act 51 and federal highway administration sources.

CERTIFICATION STATEMENT

I, Lynette Findley, the duly qualified Clerk of the Charter Township of Superior, Washtenaw County, Michigan, do hereby certify that the foregoing is a true and correct copy of a resolution adopted at a regular meeting of the Superior Charter Township Board held on August 19, 2019

and that public notices of said meeting were given pursuant to Act No. 267, Public Acts of Michigan, 1976, as amended.


Lynette Findley, Township Clerk

8-20-19
Date Certified

**CHARTER TOWNSHIP OF YORK
WASHTENAW COUNTY, MICHIGAN
RESOLUTION #2019 - 13**

**RESOLUTION – STATEMENT OF SUPPORT FOR MAINTAINING EXISTING
STRUCTURE OF WASHTENAW COUNTY ROAD COMMISSION**

Minutes of a Regular Meeting of the Township Board of the Charter Township of York, Washtenaw County, Michigan held at the Township Hall in said Township, on the 9th day of July, 2019, at 7:30 p.m.

PRESENT: Members: Chuck Tellas, Sally Louis, Helen Neill, John Hargrove, Dan Pichla, Brian Iott, Derek Stern.

ABSENT: None

The following preamble and resolution were offered by Member Tellas and seconded by Member Hargrove.

WHEREAS, the Washtenaw County Road Commission (WCRC) has served Washtenaw County townships for 100 years. The efficient surface pattern of roads and streets we now enjoy are a direct result of the planning and oversight of WCRC. The organization enjoys a remarkable depth of experience, low turnover and an organizational commitment to quality and service.

WHEREAS, the Washtenaw County Board of Road Commissioners has been key to setting organizational policy and standards, maintaining open communication with townships, and seeking ideas to improve road commission performance. The Road Commissioners are particularly suited to understand the concerns of rural and suburban townships.

WHEREAS, York Charter Township values the cooperative relationship established with WCRC. Trust has been built, priorities and challenges are shared, ideas and concerns are freely exchanged, and cost-sharing projects completed. This relationship has resulted in better communication, elimination of waste, and measurable cost savings for both parties.

WHEREAS, the competent and dedicated staff at WCRC understands issues unique to rural road construction and maintenance. Their high level of engineering, operations and administrative expertise is demonstrated by the lean structure of the road commission, the work they accomplish with restricted funding, and their dedication to serve the motoring public.

WHEREAS, WCRC is responsive to citizen complaints. Local area foremen communicate with township officials to set and prioritize repairs, explain reasons for any delays, and respond in a timely manner to safety issues such as large potholes.,

WHEREAS, the Washtenaw County Board of Commissioners has recently Initiated a *Review of WCRC Structure* as part of a "Calendar of Deliverables" for 2019-2020.

NOW, THEREFORE, BE IT RESOLVED that this Board supports the existing structure of a separate Road Commission directed by Road Commissioners appointed by the County Board of Commissioners.

BE IT FURTHER RESOLVED that this Board urges the WC Board of Commissioners to recognize the unique services required by rural townships and preserve the existing knowledge base, high level of professional expertise, and efficient organizational structure of the Washtenaw County Road Commission.

Roll Call Vote:

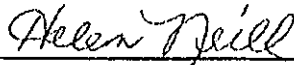
AYES: Pichta, Hargrove, Louis, Tellas, Neill;

NAYS: Iott, Stern;

ABSENT NONE;

ABSTAIN: None.

RESOLUTION DECLARED ADOPTED

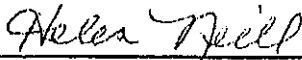


Helen Neill, Clerk
Charter Township of York

Dated: July 9, 2019

CERTIFICATE

I, Helen Neill, certify that the foregoing is a true and complete copy of Resolution #2019 -13 adopted by the Charter Township of York Board of Trustees, County of Washtenaw, State of Michigan, at a Regular Meeting held on July 9, 2019, and that public notice of said meeting was given pursuant to Act No. 267, Public Acts of Michigan, 1976, as amended.



Helen Neill, Clerk
Charter Township of York

Dated: July 9, 2019

Dexter Township Resolution # 19-553

RESOLUTION OPPOSING ACTION TO DISSOLVE, OR EVEN TO CONSIDER THE DISSOLUTION OF, THE COUNTY BOARD OF ROAD COMMISSIONERS AND TRANSFER THE POWERS AND DUTIES OF THE COUNTY ROAD COMMISSION TO THE COUNTY BOARD OF COMMISSIONERS

WHEREAS, Michigan Public Acts 14 of 2012 and 237 of 2015 permit the dissolution of county boards of road commissioners and the transfer of the powers and duties of county road commissioners to county boards of commissioners, including authorization to receive and expend funds, as allowed, Public Act 51 of 1951 (Act 51), providing action is taken prior to January 1, 2020; and

WHEREAS, the Washtenaw County Board of Commissioners (WCBOC) has established "Review Washtenaw County Road Commission Structure" as one of thirteen priorities for 2019-2020, with "Key Milestone Dates" of "July 11 & September 19, 2019 Working Sessions", and a decision date "no later than 12.31.19"; and

WHEREAS, roads in Washtenaw County and Dexter Township are in need of repair, but the condition of the roads is not due to administrative failure by the Washtenaw County Road Commission (WCRC), but is rather the result of inadequate State funding; and

WHEREAS, given obvious limitations of funding, WCRC Commissioners and Staff have historically provided a high level of service to Dexter Township residents and officials; and

WHEREAS, Act 51 Michigan Transportation Fund (MTF) funds administered by the WCRC are allocated specifically for townships, while cities and villages in the State receive a direct allocation of MTF funds; and

WHEREAS, the Dexter Township Board is concerned that the needs of townships, especially rural communities, may be neglected if township allocated MTF funds are controlled by the WCBOC, as the majority of the members of the WCBOC represent districts encompassing urban areas, including the cities of Ann Arbor and Ypsilanti; and

WHEREAS, in 2014 Dexter Township passed a similar resolution opposing the Board of Commissioners taking over the Road Commission; and

WHEREAS, it is the belief of the Dexter Township Board that ample opportunities to provide operational efficiencies and reduce cost are currently permitted by State statute and exist within the existing governance structure of the WCRC and Washtenaw County;

NOW THEREFORE BE IT RESOLVED, the Dexter Township Board, by a vote of the majority at a regularly scheduled and duly noticed meeting held this 18th day June, 2019, expresses its opposition to any proposal that would dissolve the County Board of Road Commissioners and transfer the powers and duties of the County Road Commission to the County Board of Commissioners.

Resolution offered by Board Member Brushaber

Resolution seconded by Board Member Drolett

Roll call vote:

Yeas -- Rider, Ceo, Brushaber, Compton, Drolett

Nays -- None

Abstain -- None

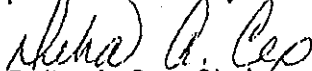
Absent -- Gajewski, Mesko

Tally Y = 5; N = 0; Abstain = 0; Absent = 2.

The Supervisor declared the resolution adopted

CERTIFICATE

The undersigned, being the duly elected and acting Clerk of the Township of Dexter hereby certifies that the foregoing resolution was duly adopted at a duly noticed special meeting of the Dexter Township Board at which a quorum was present on the 18th day of June, 2019, and that the members voted thereon as hereinbefore set forth.


Debra A. Ceo, Clerk

Dexter Township

WEBSTER TOWNSHIP
Washtenaw County, Michigan

Resolution 12-19

Minutes of a Regular Meeting of the Township Board of Webster Township, Washtenaw County, Michigan held at the Township Hall, 5665 Webster Church Road in said Township, on the 15th day of October, 2019 at 7:00 p.m.

PRESENT: Westman, Scharf, Kingsley, Calleja, Kleinschmidt, Savander

ABSENT: None

The following preamble and resolution were offered by Member Kingsley and supported by Member Scharf:

WHEREAS, Public Acts 14 of 2012 and 237 of 2015 allow the dissolution of the Washtenaw County Road Commission and transfer the power and duties to the Washtenaw County Board of Commissioners, and;

WHEREAS, Washtenaw County Roads, including many Webster Township Roads, are in need of repair, their condition is not a failure of the WCRC, but a result of long term failure to properly fund roads in the State of Michigan, and;

WHEREAS, Webster Township's residents desire their fair share of service, improvements in communication, and respect, and;

WHEREAS, the Washtenaw County Board of Commissioners has not proven to provide for the residents of rural Webster Township, and;

WHEREAS, a five member Commission would enable members to discuss issues without violating the Open Meetings Act;

NOW THEREFORE BE IT RESOLVED, that Webster Township Board recommends that the Washtenaw County Road Commission remain autonomous, be expanded to a five member board with four year terms and make improvements within in regards to communication and employee involvement with the public.

ROLL CALL VOTE:

AYES: Kleinschmidt, Calleja, Kingsley, Scharf, Westman

NAYES: Savander

ABSENT: None

RESOLUTION DECLARED ADOPTED

Barbara Calleja
Barbara Calleja, Clerk

Dated: October 15th, 2019