

Overview and Scope of the Jefferson County Road and Bridge Ad Hoc Committee

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Overview and Scope of the Jefferson County Road and Bridge Ad Hoc Committee

Purpose: To evaluate both Texas Comptroller and MGT study recommendations regarding proposed cost savings and efficiencies achievable by converting from an Ex Officio Road and Bridge System to a Unit Road System.

Define: Ex Officio Road System: Description: Each county commissioner is responsible for the roads in his or her precinct.

Powers and Duties: Commissioners may direct the laying out of new roads and the building of bridges in their precincts and may hire and fire Road and Bridge employees. Commissioners decide what projects the county will pursue in their precincts and budget accordingly.

Define: Unit Road System: Description: The Commissioners Court may implement a unit road system directly or submit it to a vote of the general electorate. If voters successfully petition to place a unit road system on the ballot, the Commissioner Court must order an election. Under this system, the Commissioners Court act as the policy-making body, while a county engineer or Road Administrator acts as chief executive officer. Road construction and maintenance projects are planned for the county as a whole without regard to commissioners' precinct.

Powers and Duties: The County Road Administrator is responsible to the Commissioners Court for the efficient and economical construction and maintenance of county roads. The Road Administrator is responsible for hiring and firing employees; ensuring that commissioners' policies are executed; the preparation of detailed budgets for road construction and maintenance projects; and for capital expenditures.

Voting Committee Members:

Commissioner Eddie Arnold

Commissioner Mark Domingue

Mr. Jimmie James (Chairman from 08/30/2005 – 03/02/2006)

George Newsome

Richard LeBlanc

Taylor Shelton

Sina Nejad (Chairman from 03/15/2006 – current)

Executive Summary of Committee Actions:

Committee Meetings by Dates:

August 30, 2005

Commissioner Arnold gave an overview of purpose of meeting – outlining the committee’s goals. Mr. James proposed to consider that the committee use the MGT study and the Comptrollers study as a springboard. Commissioner Arnold made a nomination to vote Jimmie James as Chairman. All voting members present agreed. Commissioner Domingue introduced Orange County Commissioner Pct. #3, John Dubose as a guest speaker. Commissioner Dubose stated his opinion on the advantages and disadvantages of the Unit Road system in Orange County.

Personal opinion submitted by Commissioner John Dubose-Orange County. Mr. Dubose as a private citizen participated in the campaign for a Unit Road System for Orange County 20 years ago. He now serves as a County Commissioner in Orange County, which has had a Unit Road System for over 20 years.

Advantages of the Unit System

1. Use of a Road Building Crew that moves around the county and stays together as a group promotes efficiency and knowledge of the road building equipment.
2. County Engineer/Road Administrator prepares the consolidated county budget for Road and Bridge Department.
3. The commissioners have additional time to do other projects.
4. County Engineer/Road Administrator is available for other projects that do not cost the county additional funds.
5. The purchase of road building materials is consolidated. Savings are minimal if any.
6. The Engineer/Road Administrator in our system supervises the vehicle and equipment maintenance facility and its employees.

Disadvantages of the Unit System

1. Commissioners must go through a chain of command to get a project done.
2. Commissioners still get the calls from the people we serve then refer complaints to Road Administrator.
3. There is still a need for multiple service centers to minimize equipment wear.
4. Most of the equipment still is duplicated, except for the large road building equipment. Each precinct still has its own Gradall, motorgrader, backhoe, and dump trucks.
5. Commissioners are not suppose to be involved with day-to-day operations of Road and Bridge crews.
6. Commissioners don’t always know what projects are being worked or where.
7. The Engineer/Road Administrator must have a staff. We have two secretaries plus a general superintendent and a surveyor working out of the engineer’s office. I don’t think the unit system saves employees.

September 13, 2005

Jimmie James proposed that the hybrid voting process be used when making decisions. All voting members agreed.

Commissioner Domingue proposed the following three steps:

1. Study and understand the functions and level of service provided by the Road & Bridge Precincts.
2. Identify opportunities of real cost savings to the taxpayers while maintaining the level of service.
3. Determine if the Unit Road System would provide real savings to the taxpayers if the current level of service were to be maintained.

Mr. James requested a tour of the four precincts.

September 27, 2005 (Canceled due to hurricane Rita)

Tour date scheduled for September 21, 2005 was canceled due to hurricane Rita. A new date was set for January 10, 2006.

January 20, 2006

Mr. James and Mr. Nejad toured each of the four county precincts and provided an overview to the committee. Mr. James and Mr. Nejad presented several potential cost savings opportunities. Each voting member volunteered to research and report out their findings.

1. George Newsome – Life cycle cost analysis for road repairs based upon a common standard developed by the County Engineering Department.
2. Sina Nejad – Common contract for signs or central precinct for sign fabrication.
3. Commissioner Arnold – Coordinated scheduling of road maintenance to allow increased sharing of equipment across precincts.
4. Jimmie James – Centralized or common contracts for equipment maintenance.
5. Commissioner Domingue – More defined restrictions on road usage to stay within design parameters for each road.

Mr. James made a motion to tour a peer county that operates as a Unit Road System. All voting members present agreed.

February 3, 2006

Research being done on potential opportunities by committee members was discussed. Commissioner Arnold requested a written form from each precinct superintendent stating their opinion (pro & cons) on sharing precinct equipment.

February 16, 2006

This meeting generally provided an update from the sub-committee members assigned research projects.

1. Increase sharing of equipment and reducing capital expenditures for duplicate equipment.
2. Consolidated equipment maintenance was discussed and precinct superintendents were asked for additional information.

In addition, Commissioner Arnold committed to research counties currently utilizing a Unit Road System and recommend which ones the committee should visit.

Mr. James announced his resignation due to his company transferring him out of state.

March 2, 2006

Commissioner made a motion to nominate Mr. Nejad as chairman to replace Mr. James; all voting members present agreed. Mr. James reiterated the opportunities identified thus far and asked the committee as a parting request to continue their research on the following issues.

1. Life cycle cost analysis for road repairs based upon a common standard developed by the County Engineering Department.
2. Common contract for signs or central precinct for sign fabrication.
3. Coordinated scheduling of road maintenance to allow increased sharing of equipment across precincts.
4. Centralized or common contracts for equipment maintenance.
5. Budgeting enhancements to bring all county roads up to a common standard.
6. More defined restrictions on road usage to stay within design parameters for each road.

Commissioner Arnold requested the superintendents research the list of items and report back.

March 16, 2006

Reports from the committee members were provided. All superintendent committee tasks are being discussed in the scheduled superintendent meetings. Reports and recommendations will be given upon completion.

March 30, 2006

This meeting was held in Orange with Orange County officials in order to obtain information regarding their Unit Road System. Committee members and Orange County officials discussed the pros and cons and financial impact of a unit road system vs. ex officio road and bridge system. Other topics of discussion included outsourcing mowing, a centralized sign shop, and staffing modifications. The committee members in attendance all agreed that this was a very productive meeting.

April 20, 2006

This meeting was held in Galveston with Galveston County officials in order to obtain information regarding their Unit Road System. A presentation was provided by the Galveston County auditor which detailed Galveston County's history with the Unit Road System. Other discussions included roadside trash pick up, beach maintenance, assisting the parks department, equipment maintenance, personnel, and budget figures.

Results of Analyzing Data used by Comptroller and MGT in Cost Comparisons Analysis

MGT Chart

ROAD AND BRIDGE FUND BALANCES BY PRECINCT

	2000	2001	2002	2003	2004 Estimated	2005 Projected
R&B #1	\$ 1,987,151.00	\$ 2,394,293.00	\$ 2,224,742.00	\$ 2,079,358.00	\$ 1,825,989.00	\$ 1,818,378.00
R&B #2	\$ 674,077.00	\$ 723,745.00	\$ 704,135.00	\$ 921,262.00	\$ 980,206.00	\$ 1,096,162.00
R&B #3	\$ 971,156.00	\$ 847,730.00	\$ 259,694.00	\$ 449,571.00	\$ 718,993.00	\$ 452,102.00
R&B #4	\$ 2,373,815.00	\$ 2,623,206.00	\$ 3,154,636.00	\$ 3,187,989.00	\$ 2,911,047.00	\$ 2,824,770.00
Totals	\$ 6,006,199.00	\$ 6,588,974.00	\$ 6,343,207.00	\$ 6,638,180.00	\$ 6,436,235.00	\$ 6,191,412.00

ROAD AND BRIDGE REVENUES AND ROAD MILES

BY PRECINCT

Road & Bridge Precinct	Proposed Revenues For FY 2005	FY 2005 Percentage	Road Miles (Per Engineering Dept.)	Road Miles Percentage
Precinct 1	\$ 1,152,993.00	24.25%	100.2	24.25%
Precinct 2	\$ 1,230,018.00	25.87%	106.9	25.87%
Precinct 3	\$ 1,117,810.00	23.51%	97.1	23.50%
Precinct 4	\$ 1,253,791.00	26.37%	109	26.38%
Total	\$ 4,754,612.00	100.00%	413.2	100.00%

By state statute fees collected by counties for automobile registration, County Road and Bridge fee on auto license renewal, and fines and fees collections are dedicated funds to be expensed on county road and bridge projects only. Any surpluses are carried forward to the next year. Virtually 100% of Jefferson County's Road and Bridge year-to-year expenditures are paid from these dedicated funds. Currently no property tax revenue is used to fund any Jefferson County Road and Bridge projects or operating expenses.

**Comparison of Road and Bridge Expenditures
For Jefferson County to Average of Peer Counties**

Fiscal 2003

	Jefferson	N/A Bell	Galveston	Nueces	Orange	N/A Williamson	Total of Peer Counties
Road & Bridge Expenditures	*\$ 5,797,360.00	\$ 3,418,047.00	* \$ 4,047,388.00	* \$ 4,958,207.00	* \$ 3,687,930.00	\$ 10,748,470.00	\$ 26,860,042.00
Road Miles in County	* 353	903	324	707	* 379	1221	3534
Expenditure Per Road Mile	* \$ 16,423.00	\$ 3,785.00	* \$ 12,492.00	* \$ 7,013.00	* \$ 9,731.00	\$ 8,803.00	\$ 7,600.00

**Comparison of Road and Bridge Personnel
For Jefferson County to Average of Peer Counties**

	Jefferson	N/A Bell	Galveston	Nueces	Orange	N/A Williamson	Total of Peer Counties
Personnel	* 67	81	* 43	83	54	120	76
Road Miles in County	* 353	903	324	707	* 379	1,221	707
Road Mile per Personnel	* 5	11	* 8	9	7	10	9

- *A large amount of the data provided on the Comptrollers Report was in error, which subsequently generated erroneous assumptions regarding their projected savings associated with adopting a Unit Road System.
- N/A County data not used in Revised Report.

Revised Report

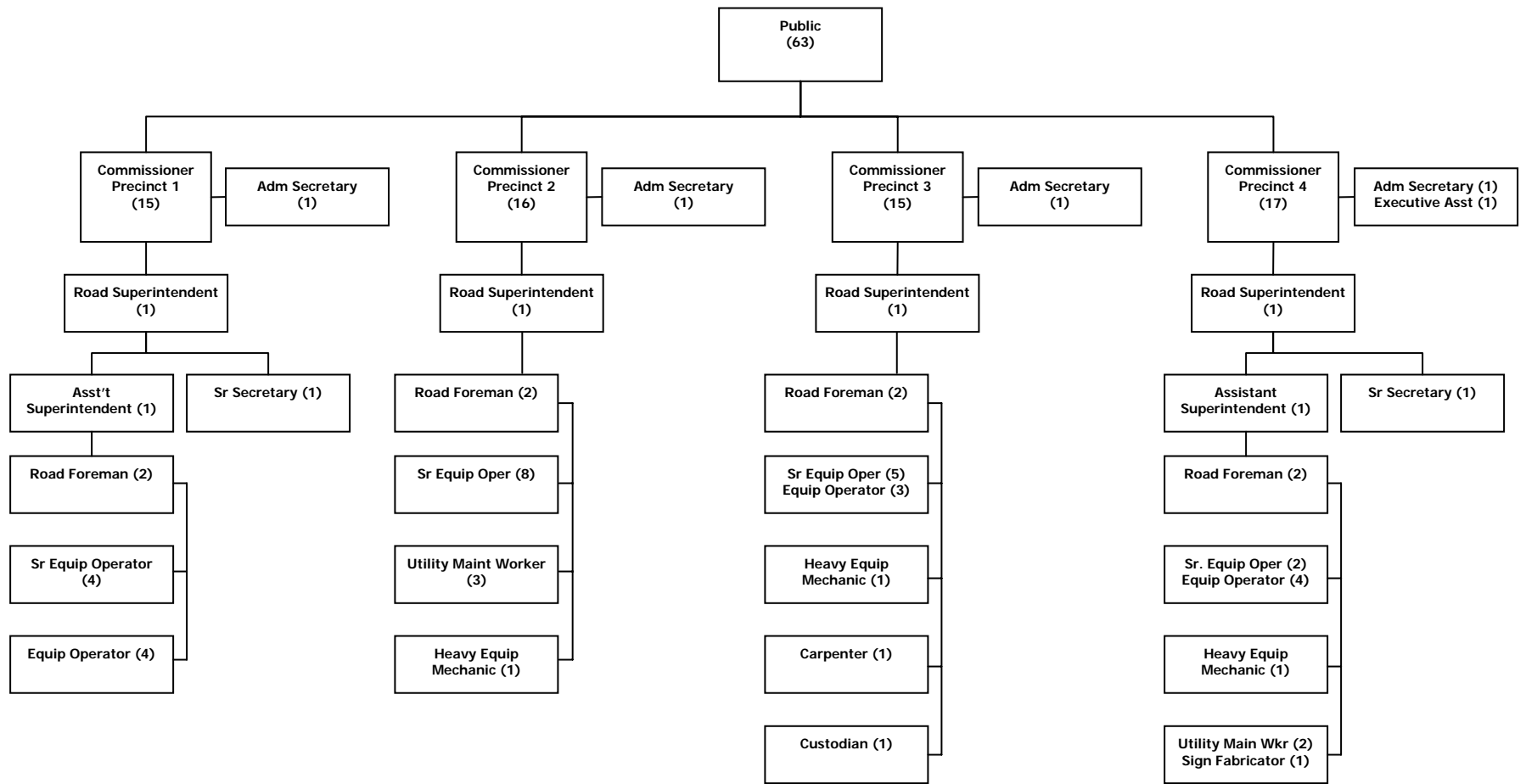
New Comparisons - Breakdown of current Jefferson County Road & Bridge structure Service Center locations. Number of Road Miles. Each Precincts budget for 2005-2006 – Information on comparative counties acquired from actual county budgets, Internet websites and Texas Association of Counties database.

	Ex Officio	Unit Road Counties			
	Jefferson	Galveston	Brazos	Orange	Nueces
Road & Bridge Expenditures	\$4,678,565.02	\$5,397,073.00	\$5,640,420.00	\$4,069,820.60	\$5,919,477.00
Road Miles in County					
2004 Lineal Road Miles per County by Surface Type, prepared by CIP November 2005 - 2004 population est. data comes from US Census Bureau					
Population	247,571	277,563	156,275	84,873	317,513
Dirt or All-Weather	72.8	10.3	259.2	30.3	285.5
Paved	307.9	311.1	184.6	360.7	420.5
Concrete	11.7	0.7	0	3.1	0
Total	392.3	322.1	443.7	394.1	706
Miles per 1,000 Population	1.6	1.2	2.8	4.6	2.2
Expenditure Per Road Mile	\$11,925.00	\$16,755.00	\$12,712.00	\$10,326.00	\$8,384.00
Personnel	58	67	56	56	80
Road Miles per Personnel	6.8	4.81	7.92	7.03	8.83
Administrative	\$323,722.98	\$308,127.00	\$175,000 not including eng. salary	\$163,030.40	\$290,890.00
Do Admin costs include Elected Officials salaries?	No -subtracted out	No- in general fund	No- in general fund	No- in general fund	No - in general fund
County Size in Square Miles	903	400	590	356	1,167
Parks Dept	Included	Separate	No parks dept	Separate	Separate

EQUIPMENT INVENTORIES - As provided by - Comptrollers Report					
	Actual Report	Inventory Per Comptrollers Report			
Equipment	Jefferson County	Jefferson County	Galveston County	Nueces County	Williamson County
Graders	10	11	4	11	13
Brooms	4	3	3	4	4
Brush Clippers	1	1	1	1	2
Tractors & Cutting Decks	21	39	16	8	14
Backhoes & Hammers	1	4	1	4	7
Loaders	6	3	3	5	10
Spreaders	7	7	1	1	2
Pothole Patchers	2	2	1	4	2
Compactors	1	2	0	0	2
Excavators	3	5	5	0	0
Bulldozers	1	0	1	1	0
Pavers	1	3	1	0	0
Recyclers	2	2	2	1	0
Rollers	13	13	8	14	11
Dump Trucks	33	38	12	11	28
Water Trucks	6	4	2	3	10
Pickup Trucks	26	30	13	31	54
Other Trucks	8	10	8	26	6
Belly Dumps/18 Wheelers	1	0	0	6	5
Total Equipment	147	177	82	131	170

Number of Employees at each Precinct

ORGANIZATIONAL CHART ROAD & BRIDGE DEPARTMENT AS OF JUNE 2006



Committee Considered Options:

- I. **OPTION A - ONE CONSOLIDATED CENTRALIZED SERVICE CENTER UNDER UNIT ROAD SYSTEM**

- II. **OPTION B – TWO CONSOLIDATED SERVICE CENTERS – ONE SOUTH COUNTY AND ONE WEST COUNTY UNDER UNIT ROAD SYSTEM**

- III. **OPTION C – RETAIN EX OFFICIO ROAD & BRIDGE STRUCTURE WITH IMPROVED PROCESSES AND OPERATIONS**

I. Option A – One Consolidated Centralized Service Center Under Unit Road Structure

A. Location - Pct #4 Service Center – Cheek

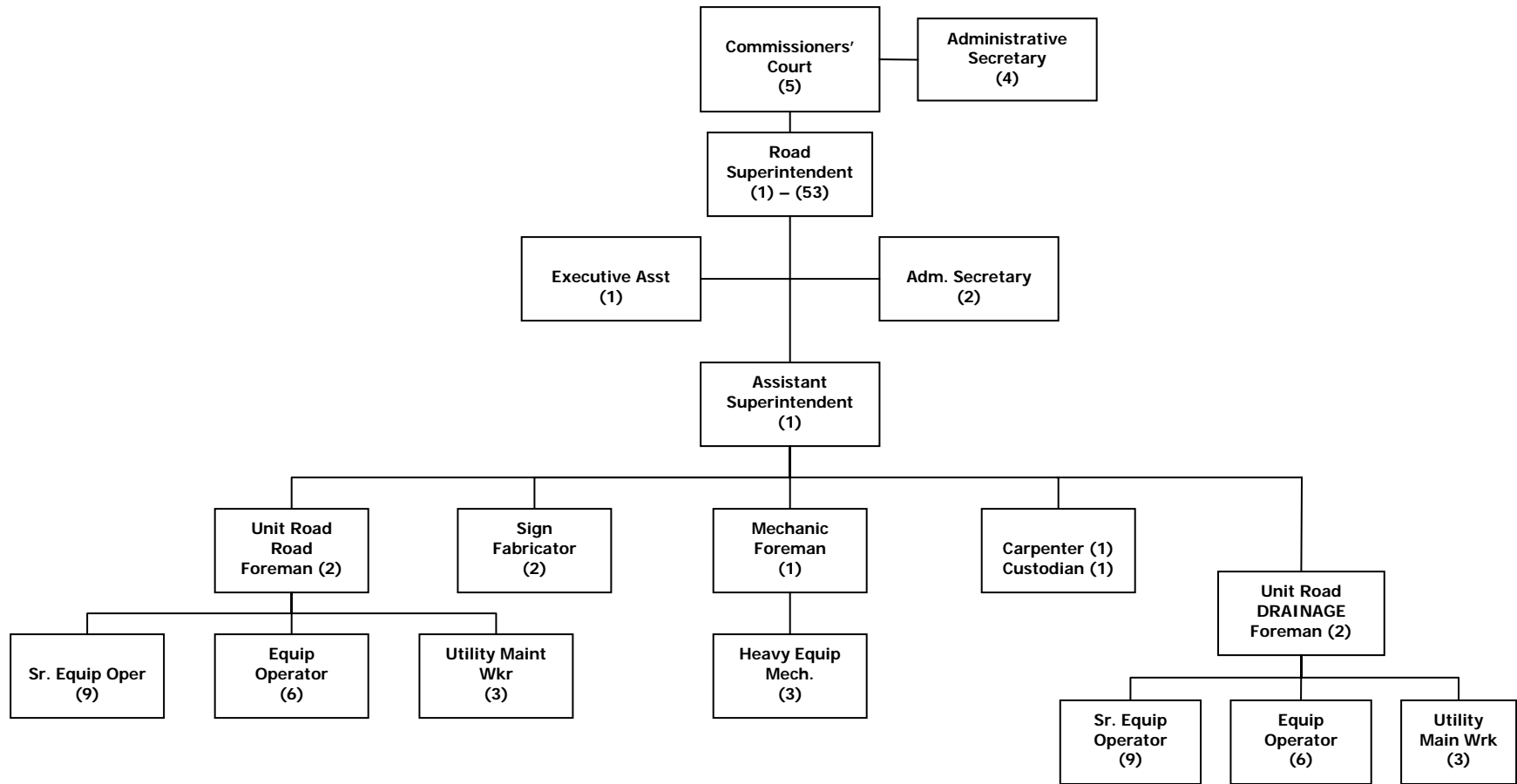
1. A centralized location using an existing county owned facility would be the Precinct #4 Service Center in Cheek (Dimensions 550' x 500' = 275,000sq ft = 6.3 acres). It currently has adequate vacant land and office space, with modifications that can accommodate a county road and bridge headquarters facility. This existing facility is the most geographically centered facility considering county maintained roads and population density as well as access to other areas of the county.

B. Cost of Facility

1. Improvements to Cheek facility - New construction of storage barns for vehicle and equipment, parking, remodeling of office space, and added employee parking could cost approximately \$500,000 - \$700,000 Estimate \$600,000.
2. In order to minimize haul time for road materials, the following sites should be retained as material storage yards:
 - a. Precinct #1 Service Center or equivalent, needing approximately 2 acres of land, fenced with locked gates. This would cover most of the western part of Jefferson County. Cost = 0 if using existing facility. If a new facility is required estimated cost = \$300,000.
 - b. Add additional material storage yard on or near Tram Road for servicing north Jefferson County. Cost = \$300,000.
 - c. Retain Precinct #3 material storage yard in Hamshire. Cost = 0
 - d. Retain Precinct #3 material stockpile at service center off Hwy 73 in Port Arthur. Cost = 0
 - e. Retain Precinct #4 (Cheek facility) – R&B headquarters.
3. Annual operating cost of existing precinct service centers.
 - a. Each existing precinct service center currently has operating cost associated with utilities, phones, misc. supplies, etc. Each location partially or totally eliminated will generate expense reductions. The Cheek facility would have an increase in operating cost.

C. Number of Employees and Organization Chart

Option A – One Service Center – Unit Road System
Recommended Organizational Structure



Option A – (Cont.)

D. Logistics Analysis

1. Additional cost generated due to allocation of additional travel time for employees and equipment. Estimated 10% additional labor and equipment cost due to increase drive time and wear on equipment
=\$250,000 per year.
2. Add one new Haul Truck/Trailer Rig. Cost = \$125,000 to move heavy equipment from job site to job site.

E. Cost Savings – Fiscal Feasibility Analysis (5 year)

1. Facility Analysis

a. Cost of Pct #4 Cheek Facility upgrade w/ equipment, storage, office	\$600,000
New material storage yard – Tram Road	\$300,000
b. Eliminate Precinct #2 Service Center	
Operating overhead, utilities, and misc. \$16,000. annual X 5	(\$80,000)
c. Precinct #1 Reduced Cost = (\$11,000.) same as b X 5	(\$55,000)
d. Precinct #3 Reduced Cost = (\$12,000.) same as b X 5	(\$60,000)
e. Precinct #4 Increase in Cost = (\$25,000.) same as b X 5	\$125,000
Total net facility cost	\$830,000 Cost

2. Staffing Impact: (Salary Plus Benefits)

a. Through Attrition	
1. Eliminate 4 Superintendents – Annual savings	(\$307,296)
2. Eliminate 1 Assistant Superintendent	(\$61,248)
3. Eliminate 1 Sr. Equipment Operator	(\$46,200)
4. Eliminate 4 Road Foremen	(\$211,200)
5. Move 4 Commissioners salaries and 4 Administrative Secretaries to general fund	\$0
Personnel Cost savings	(\$625,944)

b. Staffing Increases	
1. Add 1 County Road Administrator (Engineer)	\$111,160
2. Add 2 Mechanics	\$52,473
3. Add 1 Utility worker	\$40,265
4. Add 1 Sign fabricator	\$38,903
Personnel Increase	\$242,801

Net Salary Reduction per year - **(\$383,143)**

Net Salary Reduction – 5 year **(\$1,915,715) Savings**

3. Heavy Equipment Inventory and Fiscal Impact Option A

a. Inventory list by precinct – current	
b. Proposed Inventory list – Unit Road System	
c. Surplus equipment available to sale	
Estimate Resale Value \$350,000	\$350,000
e. New equipment purchases	
1. Purchase new haul-tractor/trailer rig	(\$125,000)
	\$225,000 Savings

4. Logistical Analysis

Estimated lost productive time due to travel times from centralized facility and additional equipment depletion 10% of current maintenance cost. \$250,000 annual X 5 years **(\$1,250,000) Cost**

Option A – (Cont.)

Option A
Fiscal Summary 5-Year Analysis

1. Facility Analysis	\$830,000 (Cost)
2. Personnel Analysis	\$1,915,715 (Save)
3. Heavy Equipment Analysis	\$225,000 (Save)
4. Logistical Analysis	\$1,250,000 (Cost)
Net Savings	<u>\$2,140,715</u>
Net Cost	<u>\$2,080,000</u>
5-year Net Saving for Unit Road System	<u>\$60,715</u>
Annual Savings	<u>\$12,143</u>

II. OPTION B – Two Consolidated Service Centers For County Road And Bridge

A. Location – Establish 2 Service Center Locations for County Road & Bridge.

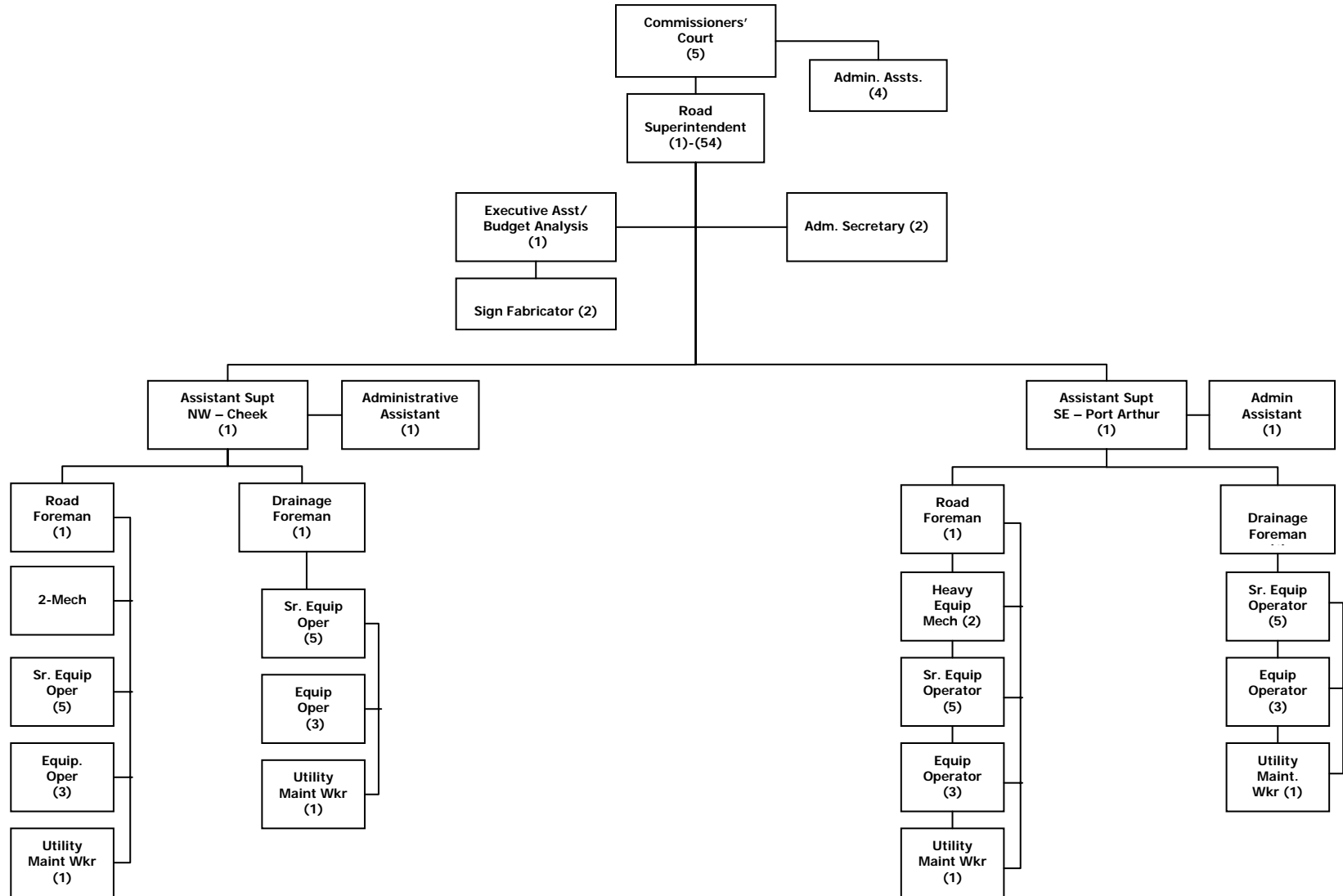
1. Designate current Pct #4 Service Center as the North/West Road & Bridge district office. (NW)
2. Designate current Pct #3 Service Center as the South/East Road & Bridge district office. (SE)
3. Additional material storage yards would need to be established.
 - a. For North/West – Use Pct. #1 Service Center material yard. Add new material yard on acquired property on Tram Road.
 - b. For South/East – Use existing material yards at Pct. #2 & Pct. #3.

B. Cost of Facility

4. Remodel and add equipment barns, office space, and parking to each district service center. Estimated cost \$600,000, \$300,000 each location.
5. In order to minimize haul time for road materials, the following sites should be retained as material storage yards:
 - a. Precinct #1 Service Center or equivalent, needing approximately 2 acres of land, fenced with locked gates. This would cover most of the western part of Jefferson County. Cost = 0 if using existing facility. If a new facility is required estimated cost = \$300,000
 - b. Add additional material storage yard on or near Tram Road for servicing north Jefferson County. Cost = \$300,000
 - c. Retain Precinct #3 material storage yard in Hamshire. Cost = 0
 - d. Retain Precinct #3 material stockpile at service center off Hwy 73 in Port Arthur. Cost = 0
 - e. Retain Precinct #4 (Cheek facility) – R&B headquarters.

C. Number of Employees and Organization Chart

**Recommended Organizational Structure
Option B – Two Consolidated Service Centers For County Road & Bridge**



Option B – (Cont.)

D. Logistics Analysis

6. Additional cost involved due to lost productive time while traveling greater distances, and additional cost of equipment wear. Average 5% annual cost for each district Road & Bridge or about \$125,000
7. Purchase an additional tractor/trailer haul rig for transporting heavy equipment to distant locations. Estimated cost. \$125,000

E. Cost Savings/Expense – Fiscal Feasibility Analysis (5 year)

1. Facility Analysis		
a.	Cost of Pct #4 & Pct. #3 build-out - Equipment storage barns, office, and parking, material storage Tram Rd.-	\$900,000
b.	Facility Cost Reduction - reduce operating cost - Pct #2 service center=\$16,000 annual x 5	(\$80,000) (Sav)
c.	Reduce operating cost Pct #1 service center = \$11,000 save a b x 5	(\$55,000) (Sav)
e.	Increase operating cost Pct #3 &4 = (\$25,000.) same as b X 5	\$125,000 (Cost)
	Total net facility cost	\$890,000 Cost
2. Staffing Impact: (Salary Plus Benefits)		
a. Through Attrition		
1.	Eliminate 4 Superintendents – Annual savings	(\$307,296)
2.	Eliminate 4 Road Foreman	(\$211,200)
3.	Eliminate 1 Custodian	(\$28,258)
4.	Eliminate 1 Carpenter	(\$48,850)
5.	Eliminate 1 Utility Maintenance Worker	(\$40,265)
5.	4 Commissioners salaries and 2 Administrative Assistants would be transferred to General Fund. Net Cost/Sav.	\$0
	Personnel Cost savings	(\$635,869)
b. Staffing Increases		
1.	Add 1 Road and Bridge Administrator	\$111,160
2.	Add 2 Administrative Assistants	\$89,760
3.	Add 1 Senior Equipment Operator	\$46,200
4.	Add 1 Heavy Equipment Mechanic	\$47,520
4	Add 1 Sign fabricator	\$38,903
	Personnel Increase	\$333,543
	Net Salary Reduction per year -	(\$302,326)
	Net Salary Reduction – 5 year	(\$1,511,630) Savings
3. Heavy Equipment Inventory and Fiscal Impact Option A		
a.	Inventory list by precinct – current	
b.	Proposed Inventory list – Unit Road System	
c.	Surplus equipment available to sale Estimate Resale Value \$350,000	\$350,000
e.	New equipment purchases	
1	Purchase new haul-tractor/trailer rig \$125,000	(\$125,000)
		\$225,000 Savings
4. Logistical Analysis		
	Estimated lost productive time due to travel times from 2-central service centers and additional equipment depletion 5% of current maintenance cost. \$120,000 annual X 5 years	(\$600,000) Cost

Option B
Fiscal Summary 5-Year Analysis

1. Facility Analysis	\$890,000 (Cost)
2. Personnel Analysis	\$1,511,630 (Save)
3. Heavy Equipment Analysis	\$225,000 (Save)
4. Logistical Analysis	\$600,000 (Cost)
 Net Savings	 <u><u>\$1,736,630</u></u>
 Net Cost	 <u><u>\$1,490,000</u></u>
 5-year Net Saving for Unit Road System	 <u><u>\$246,630</u></u>
 Annual Savings	 <u><u>\$49,326</u></u>

III. Option C – Retain Ex Officio Road & Bridge Structure With Improved Processes And Operations

A. Location

Currently there are four precinct service centers strategically located in Jefferson County. Each precinct has a geographic boundary with established roads inventoried by distance in miles. Each Service Center location has a Road and Bridge Superintendent and their respective work force that are assigned to perform varied daily tasks. Examples of daily activities are building and rebuilding county maintained roads and bridges, maintaining and repairing same roads and bridges, maintaining and improving county drainage ditches, installing and maintaining driveway access off county roads, mowing and cleaning of county road rights of way, clearing debris and dead animals off county roads, installing and maintaining signage on all county roads, performing inter-local agreement work for various political subdivisions, maintaining the county's fleet of construction equipment and maintenance vehicles.

B. Cost of Facility

According to the most recent budget information the estimated operating cost (i.e., utilities, reoccurring facility maintenance cost, etc.) is approximately \$50,000 annually.

C. Number of Employees and Organization Chart

(See Current Organization Chart)

D. Logistics Analysis

N/A

E. Cost Savings

As a result of the research of this Ad Hoc Committee and the participation of the four precinct superintendents several potential cost savings processes have been identified. They are as follows:

1. Establish a pool of heavy equipment that can be used by any precinct as needed when available. This process should defer capital spending for new equipment. Estimated cost savings \$200,000 annually. This savings would apply equally to Option A, B, or C.
2. Research and consider outsourcing some routine maintenance on select equipment.
Status: In process.
3. Develop a common construction standard for county roads.
Status: Being developed.
4. Identify and cooperatively work together on projects as needed.
Status: Implemented, savings are intangible, however highly effective.

Committee Recommendations and Why