WORK SESSION AGENDA
WYOMING CITY COUNCIL MEETING
CITY COUNCIL CHAMBERS

Monday, September 13, 2021, 5:30 P.M.

1) Call to Order

2) Student Recognition

3) Public Comment on Agenda Items (3 minute limit per person)

4) Board and Commission Reappointments

5) Smart Phone Text Archiving

6) Pavement Asset Management Plan

7) Rebranding Campaign Draft Scope of Services

8) Any Other Matters

9) Acknowledgement of Visitors/Public Comment (3 minute limit per person)

10) Closed Session (Real Estate Acquisition)

STAFF REPORT

Date: September 8, 2021

Subject: Board and Commission Reappointments

From: Kelli A. VandenBerg, City Clerk

Meeting Date: September 13, 2021

BACKGROUND:
The Clerk's Office continues to navigate changes and improvements to the board and commission application and review process, while being mindful of the policies that guide this process and the role of the City Council in making appointments. Staff will continue to present information on a monthly basis to meet the needs of Council and this process.

RECOMMENDATION:
It is recommended the City Council appoint members presented for open positions on boards and commissions.

COMMUNITY, SAFETY, STEWARDSHIP:
Community – Community is served when (i) community members serve on city boards and commissions, (ii) when board and commission members have needed qualifications and desired abilities and characteristics, and (iii) when boards and commissions broadly reflect the community.

Safety – This resolution will have no impact on safety.

Stewardship – This resolution will not affect stewardship issues.

DISCUSSION:
The following board and commission members have been recommended for appointment to vacancies on the Downtown Development Authority and Historical Commission :

Board/Commission	Appt'd by:	Member	Term Ends
Historical Commission	Mayor	Vicki Briggs	06/30/2022
Parks and Recreation Commission	Council	Ellen Akhurst	06/30/2023

The Mayor and the Historical Commission support the appointment of Vicki Briggs to the Historical Commission. There is currently one vacancy and one application on file for the Historical Commission. This appointment will give the Historical Commission a full roster.

Due to a staffing change, a vacancy exists in the Parks and Recreation Commission seat represented by Grandville Public Schools. The school board has recommended the appointment of Ellen Akhurst to this position. With this appointment, there will be 2 remaining vacancies on this commission. Staff is actively reviewing the applications on file. Potential candidates will be presented to Council as appropriate.

I look forward to discussing these with you at the City Council Work Session on Monday, September 13 and addressing any questions or concerns that you might have. If Council supports moving these appointments forward, they will be presented for consideration at the September 20 City Council meeting.

ATTACHMENT: Report of Board and Commission Membership and Applications

Historical Commission

Number of Members: 9

Length of Term: 3 years, maximum 3 terms or 9 years

Term Expiration Date: June 30

Appointed by: Mayor, confirmed by Council

Membership

Member Name	Original Appt	Current Appt	Expires	Term Limit*
1. David Britten	01/04/2021	01/04/2021	06/30/2022	2030
2. Thomas DeGennaro	08/16/2021	08/16/2021	06/30/2022	2030
3. Bill Branz	07/03/2006	06/15/2020	06/30/2023	2015
4. Dan Farkas	03/21/2016	07/06/2020	06/30/2023	2025
5. Steve Chwalek	01/18/2021	01/18/2021	06/30/2023	2030
6. Ronald Strauss	02/15/1999	06/18/2018	06/30/2024	2018
7. Jackie Moore	06/01/2015	06/18/2018	06/30/2024	2024

Vacancies and Applications

Vacancies: 1

Applications on File: 1

Applicant Name	Date Received	Qualified?	Notes
1. Vicki Briggs	08/26/2021	Yes	Support by Mayor and Board
2.			
3.			

City of **Wyoming** Michigan

BOARD/COMMISSION APPLICATION

Board(s) or Commission(s) applying for:

Historical Commission

Name: Vicki Lynne Briggs **Home phone:** [redacted] **Cell phone:** [redacted]

Home Address: 2545 DeLaat Ave SW Wyoming MI 49519

Email Address: [redacted]

Business/Occupation: Retired **Position:**

Business Address:

Business Phone:

Name of Immediate Supervisor:

Work Experience:

44 years Dental Hygiene

Volunteer Experience and Involvement:

16 years on Wyoming Community Enrichment Commission

RECEIVED AND FILED
AUG 26 2021
WYOMING CITY CLERK

Educational Background:

Graduated from Rogers High School and Grand Rapids Junior College

Reason(s) for wanting to serve on this board or commission:

I feel I have learned a lot while serving on the WCEC that could help this Commission. Since I have lived here most of my life, I have seen the growth and changes that have occurred here.

Are you able to take time off from your business/occupation to attend a meeting or meetings of a City Board or Commission if it is scheduled during your regular working hours (Y/N)? No

Are you a registered voter in the City of Wyoming (Y/N)? Yes

I have resided continuously in the City of Wyoming since: 05/01/1987

What school district do you reside in? Wyoming Public Schools

I agree my application will be reviewed against City records for dues owed and I may be ineligible? YES

Signature: Vicki Lynne Briggs **Date:** 08/25/2021

This application will be active for no more than two (2) years. Any applicant wishing to be considered for appointment beyond this time must complete a new application.

Parks & Recreation Commission

Number of Members: 11

Length of Term: 3 years, maximum 3 terms or 9 years

Term Expiration Date: June 30

Appointed by: Council

Membership

Member Name	Original Appt	Current Appt	Expires	Term Limit*
1. Daniel Larabel	11/05/2018	06/17/2019	06/30/2022	2027
2. Marie Groters	07/06/2020	07/06/2020	06/30/2022	2029 – Kelloggsville
3. LeeAnn Platschorre	05/17/2021	05/17/2021	06/30/2022	2030 - Godwin
4. Lilian Cummings-Pulli	07/05/2016	06/17/2019	06/30/2022	2025 - Wyoming
5. Gene Kort	01/06/2020	06/15/2020	06/30/2023	2030
6. Aaron Velthouse	08/20/2012	06/15/2020	06/30/2023	2021 – Godfrey
7. Alex Fera	02/15/2021	02/15/2021	06/30/2023	2030
8. Gabriela De La Vega	02/01/2021	02/01/2021	06/30/2024	2030

Vacancies and Applications

Vacancies: 3 (1 represents Grandville PS)

Applications on File: 5

Applicant Name	Date Received	Qualified?	Notes
1. Deborah Dawe	07/06/2021	Unknown	
2. Joyce Rohrer	07/06/2021	Unknown	
3. Casey Kreiner	02/03/2021	Unknown	

4. Renee Hill	01/28/2021	unknown	Appt'd to CEC
5. Ellen Akhurst	08/31/2021	Yes – Grandville PS	School & staff support

City of **Wyoming** Michigan

BOARD/COMMISSION APPLICATION

Board(s) or Commission(s) applying for:

Parks and Recreation Commission

Name: Ellen Akhurst **Home phone:** [redacted] **Cell phone:** [redacted]

Home Address: 1858 Sunquest Ave Dorr MI 49323

Email Address: [redacted]

Business/Occupation: Grandville Public Schools **Position:** Assistant Principal at Century Park Learning Center & Gra

Business Address: 5710 Kenowa Ave SW

Business Phone: [redacted]

Name of Immediate Supervisor: [redacted]

Work Experience:

I have been a teacher in Grandville Public Schools for over 20 years and have been asked to be the administrative rep to the Wyoming Parks & Rec program. :)

Volunteer Experience and Involvement:

AYSO, church, Century Park programs & activities both as a parent and as a staff member :)

RECEIVED AND FILED
AUG 31 2021
WYOMING CITY CLERK

Educational Background:

Bachelors in General & Special Education- Michigan State
Masters in Early Childhood Education- Eastern Michigan
Special Education Learning Disabilities Program- Grand Valley State

Reason(s) for wanting to serve on this board or commission:

It would be my honor to be a liason between Grandville and the Wyoming Parks & Rec Program in order to provide more opportunities to our students.

Are you able to take time off from your business/occupation to attend a meeting or meetings of a City Board or Commission if it is scheduled during your regular working hours (Y/N)? No

Are you a registered voter in the City of Wyoming (Y/N)? No

I have resided continuously in the City of Wyoming since:

What school district do you reside in? Other

I agree my application will be reviewed against City records for dues owed and I may be ineligible? YES

Signature: Ellen Akhurst **Date:** 08/31/2021

This application will be active for no more than two (2) years. Any applicant wishing to be considered for appointment beyond this time must complete a new application.

STAFF REPORT

Date: August 31, 2021

Subject: Smart Phone Text Archiving

From: Pat Firestone, Director of Information Technology

Meeting Date: September 13, 2021

RECOMMENDATION:

It is recommended that the City Council authorize the quote from Smarsh, to implement a smart phone text archiving solution, in the amount of $25,387.04 in 2021, and an annual recurring fee if elected to continue the service at an average 3% increase.

COMMUNITY, SAFETY, STEWARDSHIP:

Community – The City of Wyoming is bound to satisfy the requirements of the Michigan Freedom of Information Act (FOIA). Being able to provide the requested information in a timely and efficient manner promotes transparency.

Stewardship – Using automated tools to collect data and retrieve certain data instead of labor intensive, manual processes would save the City significant time and effort to satisfy a required function of City government.

DISCUSSION:

Requests under Michigan's Freedom of Information Act (FOIA) can seek as cell phone text messages and photos. When a lawsuit or other legal action (*e.g.*, an action undertaken by an administrative agency, such as MIOSHA, the Michigan Department of Civil Rights, etc.) is filed or threatened, this is an obligation to retain all records that may be related to the matter. This includes all text messages and all photos that are city business related whether on city-issued or personal electronic devices. With some carriers' auto-delete functions, some records may be "lost" before they can be retained. There may be other circumstances where relevant records are overlooked when records gathering occurs. These circumstances could result in significant legal consequences for the city and/or city officials.

With current technology and software, these are cumbersome and labor intensive to obtain, requiring individual screen shots or other manual duplication. The City of Wyoming has over 250 mobile phone lines from different cell carriers.

Smarsh is a sole-source vendor that works with multiple cell carriers to capture texts and other SMS data right at the cell tower, archiving in a central database. Once this database is established for authorized phone numbers, Smarsh provides an easy-to-use portal to do advanced searches and retrieval of this data for FOIA purposes. The user-friendly interface could then be accessed easily by various City personnel for FOIA responses, subpoenas, other discovery, and litigation holds.

BUDGET IMPACT:

The cost for this service includes a one-time implementation fee of $2,520 and an annual fee of $22,867.04 for the first year. The annual increase averages 3%, never exceeding 5% on an annual recurring basis.

Funding for this system purchase is budgeted and available from the following funds:
101-258-25800-956.000 – Other Services.

January 27th, 2021

Pat Firestone
Director, Information Technology
City of Wyoming, MI
1155 28th St. SW
Wyoming, MI 49509-2825

Dear Mr. Firestone,

This letter confirms Smarsh Inc. as owner and servicer is the sole source provider of U.S. domestic electronic communications capture and archiving using the Smarsh Professional Archive. The Smarsh Professional Archive is a content capture and full-service archiving solution that is hosted, maintained, sold and supported by Smarsh Inc. Smarsh's wholly owned subsidiary, MobileGuard, LLC, holds US patent 8,107,944 for the mobile capture technology incorporated into the Smarsh Professional Archive.

Smarsh Inc. is the only authorized partner of AT&T and Verizon for mobile capture and is the sole source that can grant a right to deploy services on the Smarsh Professional Archive to your organization. Smarsh Inc. is the only source of maintenance (i.e., updates and technical support) for all Smarsh Inc. software and software-as-a-service solutions.

Sincerely,

Tricia Juettemeyer
General Counsel
Smarsh Inc.

Client Information

Company	**Name**	City of Wyoming, MI		
	Address	1155 28th St SW	**City**	Wyoming
	State	Michigan	**Zip/Postal Code**	49509-2895
Primary Contact *(Authorized User)*	**Name**	Pat Firestone	**Title**	Director of IT
	Phone	6162493404	**Email**	firestonep@wyomingmi.gov
Technical Contact	**Name**	Pat Firestone	**Title**	Director of IT
	Phone	6162493404	**Email**	firestonep@wyomingmi.gov
Billing Contact	**Name**	Pat Firestone	**Title**	Director of IT
	Phone	6162493404	**Email**	firestonep@wyomingmi.gov
	Address	1155 28th St SW	**City**	Wyoming
	State	Michigan	**Zip**	49509-2825

Quote Date	01/27/2021 10:52:40	**Quote Expiration**	09/30/2021
Smarsh Sales Executive	Riley Lambert	**Term of Agreement**	12 Months
Activation Date	Upon Grant of Access to Service	**Historical Import Billing**	In Arrears
		Setup Fee Billing	Upon Contract Execution

Services and Fees

	Rate per Quantity	Minimum Quantity	Minimum
Pro Support - Basic - Annual	$0.00	1	$0.00
Professional Archive - SMG 200 - Annual	$480.00	1	$480.00
Professional Archive - SMG 200 Capture & Archive - Annual	$58.10	260	$15,107.04
Professional Archive - SMG 200 Premium Adj - Annual	$28.00	260	$7,280.00
Professional Archive-Extended Retention Fee (Per GB)-Annual	$2.50	0	$0.00
Pro Archive Onboarding - Standard	$1,260.00	2	$2,520.00
Recurring Subtotal			$22,867.04
One-Time Subtotal			$2,520.00

Notes

The Connections covered by this Order Form are allocated for the following Channel(s):
Verizon Messaging - Professional Archive - 250
AT&T Messaging - Professional Archive - 10
Client may change how its licensed Connections are allocated with Smarsh's assistance.

If Client uses more Connections than it has licensed, Smarsh will bill for that use at $58.10 per connection plus $28.00 for each premium

Connection.

Terms & Conditions

On a date following the execution of this Order Form, Smarsh will provide Client with a license key for the Software or with login credentials to the applicable Service ("**Activation Date**"). Service Descriptions are available at www.smarsh.com/legal. The Services are subject to Smarsh Service Agreement-General Terms available at www.smarsh.com/legal/ServiceAgreement. The Services purchased by Client are also subject to the Information Security Addendum available at https://www.smarsh.com/legal/InfoSec and the following Service Specific Terms:

the Professional Archive Service Specific Terms available at https://www.smarsh.com/legal/SSTProfessionalCloud; the following Premium Channels Service Specific Terms, as applicable: Mobile Channels Service Specific Terms available at https://www.smarsh.com/legal/SSTMobileChannels, and Twitter Service Specific Terms available at https://www.smarsh.com/legal/SSTTwitter . the applicable Professional Archive Onboarding package features described in more detail at https://www.smarsh.com/legal/OnboardingServices-ProArchive

The Smarsh Service Agreement – General Terms, the Information Security Addendum, the Service Specific Terms, and this Order Form are, collectively, the "**Agreement**." The Initial Term of the Services shall begin on the date this Order Form is executed and continue for the Subscription Term specified above, unless Client is adding the above Services to an existing Service account, in which case, the above Services will sync to and co-terminate with Client's existing subscription Term. The Services will be subject to renewals as specified in the Agreement.

For AT&T Mobility subscribers, your signature below represents your acceptance of the AT&T Wireless Terms and Conditions available at www.smarsh.com/legal/ATT as they apply to AT&T messages that are archived by Smarsh.

"**Archive Fees**" are the Fees charged for access to the Connected Archive (i.e., Professional Archive or Enterprise Archive). "**Capture & Archive Fees**" are the Fees that are charged for capture and archive of a bundle of Connections within the Professional Archive. "**Capture Fees**" are the per-Connection Fees that are charged for the capture of Connections by Connected Capture (i.e., Cloud Capture or Capture Server). "**Premium Adj. Fees**" are the additional Fees that are charged for capture of Connections from premium Channels. "**Set-up Fees**" are the one-time Fees that are charged to implement a Service. "**Professional Services Fees**" are the Fees charged for hourly, monthly, or flat rate professional services.
The Platform Fees, the Capture & Archive Fees, the Capture Fees, and the Premium Adj. Fees, as applicable, are invoiced on an annual, up-front basis or a monthly basis in arrears, as specified on page 1 of this Order Form. Client agrees that the Recurring Subtotal above is Client's minimum commitment during each year or month, as applicable, of the Term. Smarsh will invoice Client for any usage over the minimum quantities at the applicable rate indicated in this Order Form.

The Platform Fees, the Capture & Archive Fees, the Capture Fees, and the Premium Adj. Fees, as applicable, are invoiced upon execution of this Order Form. Client agrees that the Recurring Subtotal above is Client's minimum commitment during the Term. Smarsh will invoice Client for any usage over the minimum quantities at the applicable rate indicated in this Order Form.

If not priced above, data import, conversion (if applicable), and storage Fees for Client's historical data and storage Fees for data from Connected Capture or other external capture mechanisms ingested into the Professional Archive are as follows:

Data Imports - One-time	$10/GB
Import Data Conversion fees	$3/GB
Data Storage – Annual	$2.50/GB

Information about Smarsh data privacy compliance is available at www.smarsh.com/legal.

Client authorized signature

By _____

Name: _____ Title: _____ Date: _____

EXHIBIT A

Amendment to the Smarsh Service Agreement – General Terms

This first amendment ("**Amendment**") to the Smarsh Service Agreement - General Terms amends the Agreement between Smarsh Inc. and City of Wyoming, MI. This Amendment is effective on the date the Client signs the Order Form, to which this Amendment is attached as Exhibit A.

The parties agree:

1) **Replace Section 4.3 in its entirety, as follows:**

As between Client and Smarsh, Client is solely responsible for the content of Client Data. Client represents and warrants that (a) Client Data will not (i) infringe any third party right, including third party rights in patent, trademark, copyright, or trade secret, or (ii) constitute a breach of any other right of a third party, including any right that may exist under contract or tort theories; (b) Client will comply with all applicable local, state, national, or foreign laws, rules, regulations, or treaties in connection with Client's use of the Services, including those related to data privacy, data protection, communications, SPAM, or the transmission, recording, or storage of technical data, personal data, or sensitive information; and (c) Client will comply with the Acceptable Use Policy available at www.smarsh.com/legal/AUP. Smarsh may update the Acceptable Use Policy from time to time.

2) **Replace Section 6.1 in its entirety, as follows:**

Term. The Agreement will begin on the Effective Date and will remain in effect for the term specified in the Order Form or, if no term is specified, 12 months ("**Initial Term**"). The Initial Term may be renewed by Client for additional, successive 12-month terms (each a "**Renewal Term**") upon the execution of a Renewal Order Form. The Initial Term plus any Renewal Term are, collectively, the "**Term.**" Any Order Form executed after the Effective Date will co-terminate with Client's then-current Term.

3) **Replace Section 6.2 in its entirety, as follows:**

Termination for Breach. Either party may terminate this Agreement if the other party materially breaches its obligations under this Agreement and such breach remains uncured for a period of 30 days following the non-breaching party's written notice thereof. Smarsh may suspend Client's access to the Services in the event Client fails to pay undisputed Fees within 60 days after the due date, and Smarsh will not be liable for any damages resulting from such suspension.

4) **Replace Section 9 in its entirety, as follows:**

Taxes. All Fees payable by Client under this Agreement are exclusive of taxes and similar assessments. Smarsh acknowledges that Client is tax-exempt.

5) **Replace Section 10.2 in its entirety, as follows:**

Obligations with Respect to Confidential Information. Each party agrees: (a) that it will not disclose to any third party, or use for the benefit of any third party, any Confidential Information disclosed to it by the other party except as expressly permitted by this Agreement; and (b) that it will use at least reasonable measures to maintain the confidentiality of Confidential Information of the other party in its possession or control but no less than the measures it uses to protect its own confidential information. Either party may disclose Confidential Information of the other party: (i) pursuant to the order or requirement of a court, administrative or regulatory agency, or other governmental body, provided that the receiving party, if feasible and/or legally permitted to do so, gives reasonable notice to the disclosing party to allow the disclosing party to contest such order or requirement; (ii) to the parties' agents, representatives, subcontractors or service providers who have a need to know such information provided that such party shall be under obligations of confidentiality at least as restrictive as those contained in this Agreement; or (iii) pursuant to a Michigan public records request, provided that the Client gives notice to Smarsh in a

reasonable amount of time to allow Smarsh the opportunity to seek a protective order preventing such disclosure. Each party will promptly notify the other party in writing upon becoming aware of any unauthorized use or disclosure of the other party's Confidential Information.

6) **Replace Section 13.1 in its entirety, as follows:**

Client Indemnification. To the extent permitted by Michigan law, and without in any manner waiving its rights to sovereign immunity or increasing the limits of liability thereunder, Client will defend, indemnify and hold harmless Smarsh, its officers, directors, employees and agents, from and against all claims, losses, damages, liabilities and expenses (including fines, penalties, and reasonable attorneys' fees), arising from or related to the content of Client Data and Client's breach of the Service Specific Terms or Sections 4.2, 4.3, 4.4, 4.5, or 15.1 of this Agreement. Smarsh will (a) provide Client with prompt written notice upon becoming aware of any such claim; except that Client will not be relieved of its obligation for indemnification if Smarsh fails to provide such notice unless Client is actually prejudiced in defending a claim due to Smarsh's failure to provide notice in accordance with this Section 13.1(a); (b) allow Client sole and exclusive control over the defense and settlement of any such claim; and (c) if requested by Client, and at Client's expense, reasonably cooperate with the defense of such claim

7) **Replace Section 15.4 in its entirety, as follows:**

Governing Law. This Agreement will be governed by and construed in accordance with the laws of the State of Michigan, without regard to conflict/choice of law principles. Any legal action or proceeding arising under this Agreement will be brought exclusively in the federal or state courts located in , in the State of Michigan, and the parties hereby irrevocably consent to the personal jurisdiction and venue therein.

8) **Replace Section 15.9 in its entirety, as follows:**

Entire Agreement; Electronic Signatures. This Agreement is the entire agreement between the parties with respect to its subject matter, and supersedes any prior or contemporaneous agreements, negotiations, and communications, whether written or oral, regarding such subject matter. Smarsh expressly rejects all terms contained in Client's purchase order documents, or in electronic communications between the parties, and such terms form no part of this Agreement. The parties agree that electronic signatures, whether digital or encrypted, give rise to a valid and enforceable agreement. This Agreement may only be modified, or any rights under it waived, by a written document executed by both parties.

9) **Delete Section 16, concerning alternative jurisdiction, in its entirety.**

9/13/21
Engineering/RJH:nll

RESOLUTION NO. _____

RESOLUTION TO ADOPT THE CITY OF WYOMING
2020-2022 PAVEMENT ASSET MANAGEMENT PLAN

WHEREAS:

1. As detailed in the attached staff report, the Wyoming City Council hereby adopts the 2020-2022 Pavement Asset Management Plan for the City of Wyoming.
2. This pavement asset management plan identifies existing pavement conditions, critical infrastructure and necessary funding to maintain Wyoming's pavement infrastructure.

NOW, THEREFORE, BE IT RESOLVED:

1. The City Council hereby adopts the City of Wyoming 2020-2022 Pavement Asset Management Plan.

Moved by Councilmember:
Seconded by Councilmember:
Motion Carried Yes
No

I hereby certify that the foregoing Resolution was adopted by the City Council for the City of Wyoming, Michigan at a regular session held on:

_____
Kelli A. VandenBerg, Wyoming City Clerk

ATTACHMENTS:
Staff Report
2020 Pavement Asset Management Plan

STAFF REPORT

Date: August 9, 2021

Subject: 2020-2022 City of Wyoming Pavement Asset Management Plan

From: Russ Henckel, Assistant Director of Public Works/Engineering

Meeting Date: September 13, 2021

RECOMMENDATION:

We recommend that the City Council adopt the City of Wyoming 2020 Pavement Asset Management Plan.

COMMUNITY, SAFETY, STEWARDSHIP:

A reliable transportation network provides safe and efficient transportation for all modes of travel and minimizes pollution with idling vehicles and unnecessary fuel consumption. Additionally, an efficient transportation network adds to the economic vitality of the City of Wyoming.

DISCUSSION:

The City of Wyoming constantly plans for the future and constantly monitors the condition of its pavement infrastructure and budgets necessary improvements or maintenance. The attached plan for the City of Wyoming reviews the necessary funding and projects per the template prepared by the Transportation Asset Management Council (TAMC) and is required for future state and federal project funding.

It is in the best interest of the City of Wyoming to adopt the 2020-2022 Pavement Asset Management Plan.

BUDGET IMPACT:

Funds for various projects are available in the Capital Improvement Fund Account and Major and Local Streets fund.

City of Wyoming
2020 Pavement
Asset Management Plan

A plan describing the City of Wyoming's roadway assets and conditions

Prepared by:
Russ Henckel
Assistant Director of Public Works
(616)530-7254

CONTENTS

TABLE OF FIGURES

TABLE OF TABLES

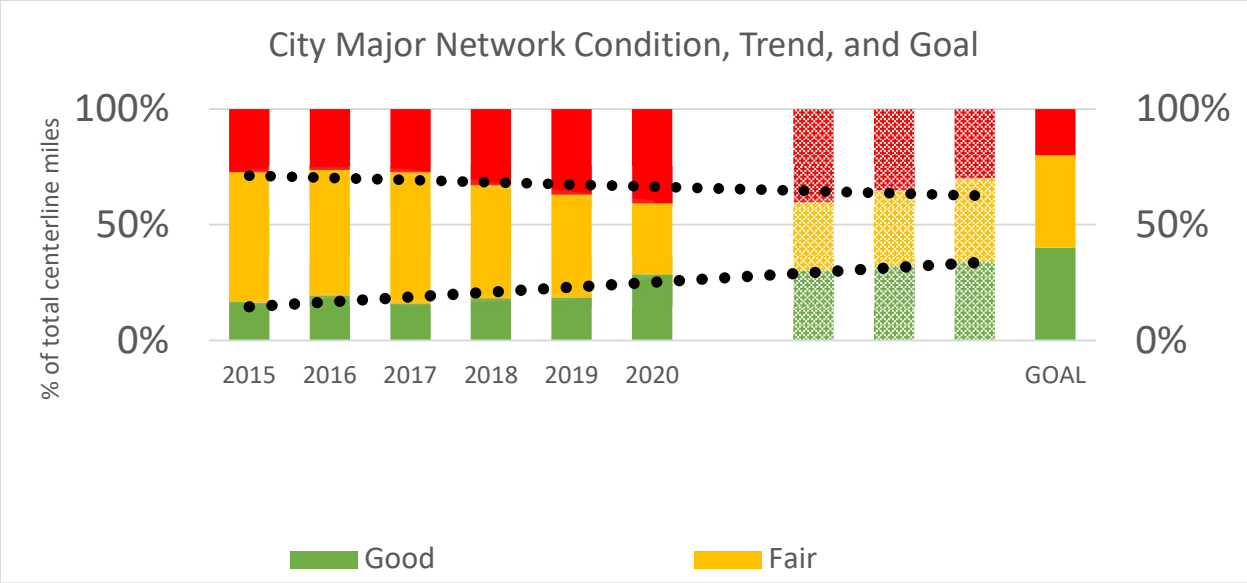
EXECUTIVE SUMMARY

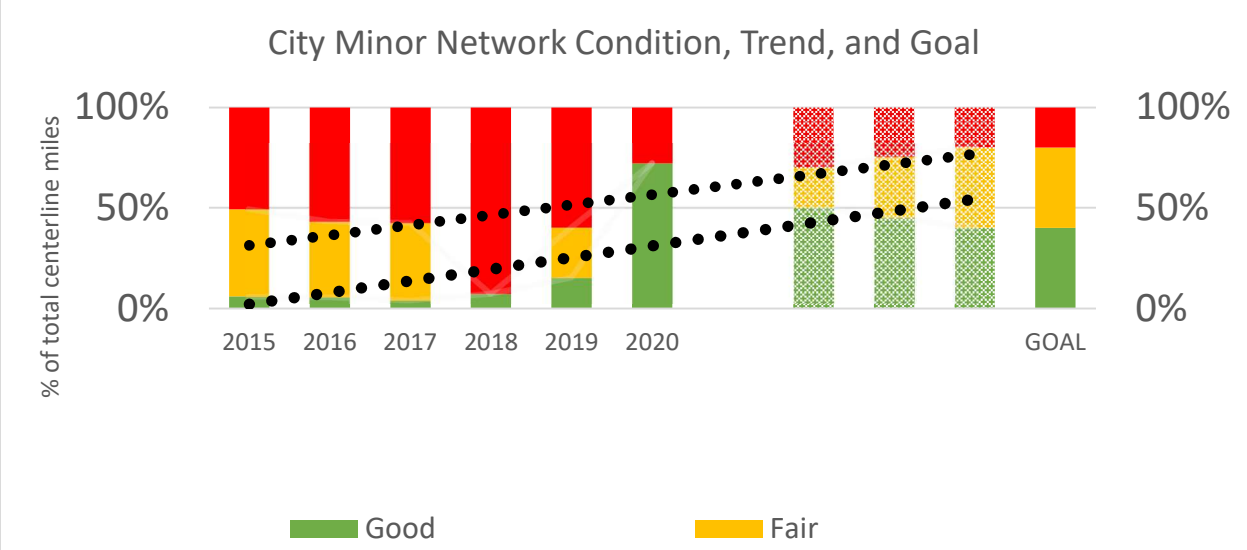
As conduits for commerce and connections to vital services, roads are among the most important assets in any community along with other assets like bridges, culverts, traffic signs, traffic signals, and utilities that support and affect roads. The City of Wyoming's (CoW) roads, other transportation assets, and support systems are also some of the most valuable and extensive public assets, all of which are paid for with taxes collected from ordinary citizens and businesses. The cost of building and maintaining roads, their importance to society, and the investment made by taxpayers all place a high level of responsibility on local agencies to plan, build, and maintain the road network in an efficient and effective manner. This asset management plan is intended to report on how CoW is meeting its obligations to maintain the public assets for which it is responsible.

This plan overviews CoW's road assets and condition, and explains how CoW works to maintain and improve the overall condition of those assets. These explanations can help answer the following questions:

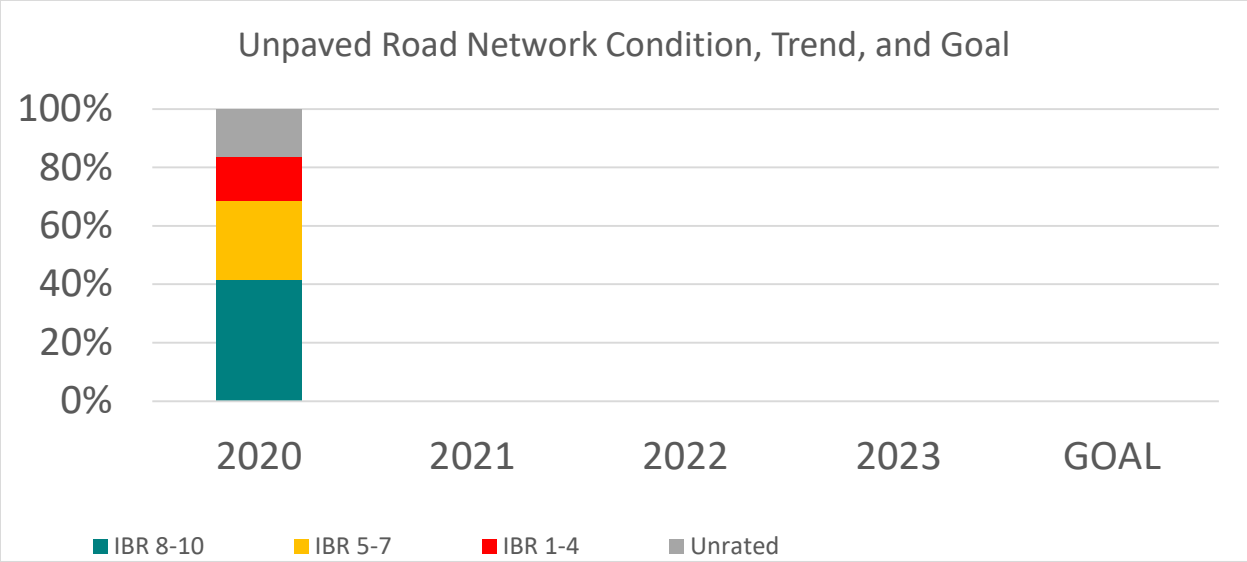
- What kinds of road assets CoW has in its jurisdiction, who owns them, and the different options for maintaining these assets.
- What tools and processes CoW uses to track and manage road assets and funds.
- What condition CoW's road assets are in compared to statewide averages.
- Why some road assets are in better condition than others and the path to maintaining and improving road asset conditions through proper planning and maintenance.
- How agency transportation assets are funded and where those funds come from.
- How funds are used and the costs incurred during CoW's road assets' normal life cycle.
- What condition CoW can expect its road assets if those assets continue to be funded at the current funding levels
- How changes in funding levels can affect the overall condition of all of CoW's road assets.

CoW owns and/or manages 254.627 centerline of roads. This road network can be divided into the city major network, the city minor network, the unpaved road network, and the National Highway System (NHS) network based on the different factors these roads have that influence asset management decisions. A summary of CoW historical and current network conditions, projected trends, and goals for city major network and city minor network can be seen in Figure and Figure:





A summary of CoW historical and current network conditions, projected trend and goal for the unpaved road network can be seen in Figure:



An asset management plan is required by Michigan Public Act 325 of 2018, and this document represents fulfillment of some of CoW's obligations towards meeting these requirements. This asset management plan also helps demonstrate CoW's responsible use of public funds by providing elected and appointed officials as well as the general public with inventory and condition information of CoW's road assets, and gives taxpayers the information they need to make informed decisions about investing in its essential transportation infrastructure.

INTRODUCTION

Asset management is defined by Public Act 325 of 2018 as "an ongoing process of maintaining, preserving, upgrading, and operating physical assets cost effectively, based on a continuous physical inventory and condition assessment and investment to achieve established performance goals". In other words, asset management is a process that uses data to manage and track assets, like roads and bridges, in a cost-effective manner using a combination of engineering and business principles. This process is endorsed by leaders in municipal planning and transportation infrastructure, including the Michigan Municipal League, County Road Association of Michigan, the Michigan Department of Transportation (MDOT), and the Federal Highway Administration (FHWA). CoW is supported in its use of asset management principles and processes by the Michigan Transportation Asset Management Council (TAMC), formed by the State of Michigan.

Asset management, in the context of this plan, ensures that public funds are spent as effectively as possible to maximize the condition of the road network. Asset management also provides a transparent decision-making process that allows the public to understand the technical and financial challenges of managing road infrastructure with a limited budget.

The City of Wyoming (CoW) has adopted an "asset management" business process to overcome the challenges presented by having limited financial, staffing, and other resources while needing to meet road users' expectations. CoW is responsible for maintaining and operating over 254.627 centerline of roads.

This plan outlines how CoW determines its strategy to maintain and upgrade road asset condition given agency goals, priorities of its road users, and resources provided. An updated plan is to be released approximately every three years to reflect changes in road conditions, finances, and priorities.

Questions regarding the use or content of this plan should be directed to Russ Henckel at 2660 Burlingame Ave, SW, Wyoming, MI 49509 or at (616)530-7254. Key terms used in this plan are defined in CoW's comprehensive transportation asset management plan (also known as the "compliance plan") used for compliance with PA 325 or 2018.

Knowing the basic features of the asset classes themselves is a crucial starting point to understanding the rationale behind an asset management approach. The following primer provides an introduction to pavements.

Pavement Primer

Roads come in two basic forms—paved and unpaved. Paved roads have hard surfaces. These hard surfaces can be constructed from asphalt, concrete, composite (asphalt and concrete), sealcoat, and brick and block materials. On the other hand, unpaved roads have no hard surfaces. Examples of these surfaces are gravel and unimproved earth.

The decision to pave with a particular material as well as the decision to leave a road unpaved allows road-owning agencies to tailor a road to a particular purpose, environment, and budget. Thus, selecting a pavement type or leaving a road unpaved depends upon purpose, materials available, and budget. Each choice represents a trade-off between budget and costs for construction and maintenance.

Maintenance enables the road to fulfill its particular purpose. To achieve the maximum service for a pavement or an unpaved road, continual monitoring of a road's pavement condition is essential for choosing the right time to apply the right fix in the right place.

Here is a brief overview of the different types of pavements, how condition is assessed, and treatment options that can lengthen a road's service life.

Surfacing

Pavement type is influenced by several different factors, such as cost of construction, cost of maintenance, frequency of maintenance, and type of maintenance. These factors can have benefits affecting asset life and road user experience.

Paved Surfacing

Typical benefits and tradeoffs for hard surface types include:

- **Concrete pavement:** Concrete pavement, which is sometimes called a rigid pavement, is durable and lasts a long time when properly constructed and maintained. Concrete pavement can have longer service periods between maintenance activities, which can help reduce maintenance-related traffic disruptions. However, concrete pavements have a high initial cost and can be challenging to rehabilitate and maintain at the end of their service life. A typical concrete pavement design life will provide service for 30 years before major rehabilitation is necessary.
- **Hot-mix asphalt pavement (HMA):** HMA pavement, sometimes known as asphalt or flexible pavement, is currently less expensive to construct than concrete pavement (this is, in some part, due to the closer link between HMA material costs and oil prices that HMA pavements have in comparison with other pavement types). However, they require frequent maintenance activities to maximize their service life. A typical HMA pavement design life will provide service for 18 years before major rehabilitation is necessary. The vast majority of local-agency-owned pavements are HMA pavements.

- **Composite pavements:** Composite pavement is a combination of concrete and asphalt layers. Typically, composite pavements are old concrete pavements exhibiting ride-related issues that were overlaid by several inches of HMA in order to gain more service life from the pavement before it would need reconstruction. Converting a concrete pavement to a composite pavement is typically used as a "holding pattern" treatment to maintain the road in usable condition until reconstruction funds become available.
- **Sealcoat pavement:** Sealcoat pavement is a gravel road that have been sealed with a thin asphalt binder coating that has stone chips spread on top (not to be confused with a chip seal treatment over HMA pavement). This type of a pavement relies on the gravel layer to provide structure to support traffic, and the asphalt binder coating and stone chips shed water and eliminate the need for maintenance grading. Nonetheless, sealcoat pavement does require additional maintenance steps that asphalt and gravel do not require and does not last as long as HMA pavement, but it provides a low-cost alternative for lightly-trafficked areas and competes with asphalt for ride quality when properly constructed and maintained. Sealcoat pavement can provide service for ten or more years before the surface layer deteriorates and needs to be replaced.

Unpaved Surfacing

Typical benefits and tradeoffs for non-hard surfacing include:

- **Gravel:** Gravel is a low-cost, easy-to-maintain road surface made from layers of soil and aggregate (gravel). However, there are several potential drawbacks such as dust, mud, and ride smoothness when maintenance is delayed or traffic volume exceeds design expectations. Gravel roads require frequent low-cost maintenance activities. Gravel can be very cost effective for lower-volume, lower-speed roads. In the right conditions, a properly constructed and maintained gravel road can provide a service life comparable to an HMA pavement and can be significantly less expensive than the other pavement types.

Pavement Condition

Besides traffic congestion, pavement condition is what road users typically notice most about the quality of the roads that they regularly use—the better the pavement condition, the more satisfied users are with the service provided by the roadwork performed by road-owning agencies. Pavement condition is also a major factor in determining the most cost-effective treatment—that is, routine maintenance, capital preventive maintenance, or structural improvement—for a given section of pavement. As pavements age, they transition between "windows" of opportunity when a specific type of treatment can be applied to gain an increase in quality and extension of service life. Routine maintenance is day-to-day, regularly-scheduled, low-cost activity applied to "good" roads to prevent water or debris intrusion. Capital preventive maintenance (CPM) is a planned set of cost-effective treatments for "fair" roads that corrects pavement defects, slows further deterioration, and maintains the functional condition without increasing structural capacity. CoW uses pavement condition and age to anticipate when a specific section of pavement will be a potential candidate for preventive maintenance. More detail on this topic is included in the *Pavement Treatment* section of this primer.

Pavement condition data is also important because it allows road owners to evaluate the benefits of preventive maintenance projects. This data helps road owners to identify the most cost-effective use of road construction and maintenance dollars. Further, historic pavement condition data can enable road owners to predict future road conditions based on budget constraints and to determine if a road network's condition will improve, stay the same, or degrade at the current or planned investment level. This analysis can help determine how much additional funding is necessary to meet a network's condition improvement goals.

Paved Road Condition Rating System

CoW is committed to monitoring the condition of its road network and using pavement condition data to drive cost-effective decision-making and preservation of valuable road assets. CoW uses the Pavement Surface Evaluation and Rating (PASER) system to assess its paved roads. PASER was developed by the University of Wisconsin Transportation Information Center to provide a simple, efficient, and consistent method for evaluating road condition through visual inspection. The widely-used PASER system has specific criteria for assessing asphalt, concrete, sealcoat, and brick and block pavements. Information regarding the PASER system and PASER manuals may be found on the TAMC website at: http://www.michigan.gov/tamc/0,7308,7-356-82158_82627---,00.html.

The TAMC has adopted the PASER system for measuring statewide pavement conditions in Michigan for asphalt, concrete, composite, sealcoat, and brick-and-block paved roads. Broad use of the PASER system means that data collected at CoW is consistent with data collected statewide. PASER data is collected using trained inspectors in a slow-moving vehicle using GPS-enabled data collection software provided to road-owning agencies at no cost to them. The method does not require extensive training or specialized equipment, and data can be collected rapidly, which minimizes the expense for collecting and maintaining this data.

The PASER system rates surface condition using a 1-10 scale where 10 is a brand new road with no defects that can be treated with routine maintenance, 5 is a road with distresses but is structurally sound that can be treated with preventive maintenance, and 1 is a road with extensive surface and structural distresses that is in need of total reconstruction.

Roads with lower PASER scores generally require costlier treatments to restore their quality than roads with higher PASER scores. The cost effectiveness of treatments generally decreases the as the PASER number decreases. In other words, as a road deteriorates, it costs more dollars per mile to fix it, and the dollars spent are less efficient in increasing the road's service life. Nationwide experience and asset management principles tell us that a road that has deteriorated to a PASER 4 or less will cost more to improve and the dollars spent are less efficient. Understanding this cost principle helps to draw meaning from the current PASER condition assessment.

The TAMC has developed statewide definitions of road condition by creating three simplified condition categories—"good", "fair", and "poor"—that represent bin ranges of PASER scores having similar contexts with regard to maintenance and/or reconstruction. The definitions of these rating conditions are:

- "Good" roads, according to the TAMC, have PASER scores of 8, 9, or 10. Roads in this category have very few, if any, defects and only require minimal maintenance; they may be kept in this category longer using PPM. These roads may include those that have been recently seal coated or newly constructed. Figure 1 illustrates an example of a road in this category.
- "Fair" roads, according to the TAMC, have PASER scores of 5, 6, or 7. Roads in this category still show good structural support, but their surface is starting to deteriorate. Figure 1 illustrates two road examples in this category. CPM can be cost effective for maintaining the road's "fair" condition or even raising it to "good" condition before the structural integrity of the pavement has been severely impacted. CPM treatments can be likened to shingles on a roof of a house: while the shingles add no structural value, they protect the house from structural damage by maintaining the protective function of a roof covering.
- "Poor" roads, according to the TAMC, have PASER scores of 1, 2, 3, or 4. These roads exhibit evidence that the underlying structure is failing, such as alligator cracking and rutting. These roads must be rehabilitated with treatments like a heavy overlay, crush and shape, or total reconstruction. Figure 1 illustrates a road in this category.

Figure 1: *Top image, right*– PASER 8 road that is considered "good" by the TAMC exhibit only minor defects. *Second image, right*– PASER 5 road that is considered "fair" by the TAMC. Exhibiting structural soundness but could benefit from CPM. *Third image, right*– PASER 6 road that is considered "fair" by the TAMC. *Bottom image, right*– PASER 2 road that is considered "poor" by the TAMC exhibiting significant structural distress.

The TAMC's good, fair, and poor categories are based solely on the definitions, above. Therefore, caution should be exercised when comparing other condition assessments with these categories because other

condition assessments may have “good”, “fair”, or “poor” designations similar to the TAMC condition categories but may not share the same definition. Often, other condition assessment systems define the “good”, “fair”, and “poor” categories differently, thus rendering the data of little use for cross-system comparison. The TAMC’s definitions provide a statewide standard for all of Michigan’s road-owning agencies to use for comparison purposes.

PASER data is collected 100 percent every two years on all federal-aid-eligible roads in Michigan. The TAMC dictates and funds the required training and the format for this collection, and it shares the data regionally and statewide.

Pavement Treatments

Selection of repair treatments for roads aims to balance costs, benefits, and road life expectancy. All pavements are damaged by water, traffic weight, freeze/thaw cycles, and sunlight. Each of the following treatments and strategies—reconstruction, structural improvements, capital preventive maintenance, and others used by CoW—counters at least one of these pavement-damaging forces.

Reconstruction

Pavement reconstruction treats failing or failed pavements by completely removing the old pavement and base and constructing an entirely new road (Figure 2). Every pavement has to eventually be reconstructed and it is usually done as a last resort after more cost-effective treatments are done, or if the road requires significant changes to road geometry, base, or buried utilities. Compared to the other treatments, which are all improvements of the existing road, reconstruction is the most extensive rehabilitation of the roadway and therefore, also the most expensive per mile and most disruptive to regular traffic patterns. Reconstructed pavement will subsequently require one or more of the previous maintenance treatments to maximize service life and performance. A reconstructed road lasts approximately 20 years and costs $300,000 per lane mile. The following descriptions outline the main reconstruction treatments used by CoW.

Figure 2: Examples of reconstruction treatments—(left) reconstructing a road and (right) road prepared for full-depth repair.

Full-depth Concrete Repair

A full-depth concrete repair removes sections of damaged concrete pavement and replaces it with new concrete of the same dimensions (Figure 2). It is usually performed on isolated deteriorated joint locations

or entire slabs that are much further deteriorated than adjacent slabs. The purpose is to restore the riding surface, delay water infiltration, restore load transfer from one slab to the next, and eliminate the need to perform costly temporary patching. This repair lasts approximately twelve years and typically costs $100,000 per mile.

Structural Improvement

Roads requiring structural improvements exhibit alligator cracking and rutting and rated poor in the TAMC scale. Road rutting is evidence that the underlying structure is beginning to fail and it must be either rehabilitated with a structural treatment. Examples of structural improvement treatments include HMA overlay with or without milling, and crush and shape (Figure 3). The following descriptions outline the main structural improvement treatments used by CoW.

Figure 3: Examples of structural improvement treatments—(from left) HMA overlay on an unmilled pavement, milling asphalt pavement, and pulverization of a road during a crush-and-shape project.

Crush and Shape

During a crush and shape treatment, the existing pavement and base are pulverized and then the road surface is reshaped to correct imperfections in the road's profile (Figure 3). An additional layer of gravel is often added along with a new wearing surface such as an HMA overlay or chip seal. Additional gravel and an HMA overlay give an increase in the pavements structural capacity. This treatment is usually done on rural roads with severe structural distress; Adding gravel and a wearing surface makes it more prohibitive for urban roads if the curb and gutter is not raised up. Crush and shape treatments last approximately 14 years and cost $150,000 per lane mile.

Capital Preventive Maintenance

Capital preventive maintenance (CPM) addresses pavement problems of fair-rated roads before the structural integrity of the pavement has been severely impacted. CPM is a planned set of cost-effective treatments applied to an existing roadway that slows further deterioration and that maintains or improves the functional condition of the system without significantly increasing the structural capacity. Examples of such treatments include crack seal, fog seal, chip seal, slurry seal, and microsurface (Figure 4). The purpose of the following CPM treatments is to protect the pavement structure, slow the rate of deterioration, and/or correct pavement surface deficiencies. The following descriptions outline the main CPM treatments used by CoW.

Figure 4: Examples of capital preventive maintenance treatments—(from left) crack seal, fog seal, chip seal, and slurry seal/microsurface.

Crack Seal

Water that infiltrates the pavement surface softens the pavement structure and allows traffic loads to cause more damage to the pavement than in normal dry conditions. Crack sealing helps prevent water infiltration by sealing cracks in the pavement with asphalt sealant (Figure 4). CoW seals pavement cracks early in the life of the pavement to keep it functioning as strong as it can and for as long as it can. Crack sealing lasts approximately two years and costs $4,000 per lane mile. Even though it does not last very long compared to other treatments, it does not cost very much compared to other treatments. This makes it a very cost-effective treatment when CoW looks at what crack filling costs per year of the treatment's life.

Fog Seal

Fog sealing sprays a liquid asphalt coating onto the entire pavement surface to fill hairline cracks and prevent damage from sunlight (Figure 4). Fog seals are best for good to very good pavements and last approximately two years at a cost of $1,000 per lane mile.

Chip Seal

A chip seal, also known as a sealcoat, is a two-part treatment that starts with liquid asphalt sprayed onto the old pavement surface followed by a single layer of small stone chips spread onto the wet liquid asphalt layer (Figure 4). The liquid asphalt seals the pavement from water and debris and holds the stone chips in place, providing a new wearing surface for traffic that can correct friction problems and helping to prevent further surface deterioration. Chip seals are best applied to pavements that are not exhibiting problems with strength, and their purpose is to help preserve that strength. These treatments last

approximately five years and cost $12,000 per lane mile. The CoW has elected not to use this method as a treatment method.

Slurry Seal/Microsurface

A slurry seal or microsurface's purpose is to protect existing pavement from being damaged by water and sunlight. The primary ingredients are liquid asphalt (slurry seal) or modified liquid asphalt (microsurface), small stones, water and portland cement applied in a very thin (less than a half an inch) layer (Figure 4). The main difference between a slurry seal and a microsurface is the modified liquid asphalt used in microsurfacing provides different curing and durability properties, which allows microsurfacing to be used for filling pavement ruts. Since the application is very thin, these treatments do not add any strength to the pavement and only serves to protect the pavement's existing strength by sealing the pavement from sunlight and water damage. These treatments work best when applied before cracks are too wide and too numerous. A slurry seal treatment lasts approximately four years and costs $20,000 per lane mile, while a microsurface treatment tends to last for seven years and costs $25,000 per lane mile.

Partial-Depth Concrete Repair

A partial-depth concrete repair involves removing spalled (i.e., fragmented) or delaminated (i.e., separated into layers) areas of concrete pavement, usually near joints and cracks and replacing with new concrete (Figure 5). This is done to provide a new wearing surface in isolated areas, to slow down water infiltration, and to help delay further freeze/thaw damage. This repair lasts approximately five years and typically costs $20,000 per mile.

Figure 5: Examples of capital preventive maintenance treatments, cont'd—(from left) concrete road prepared for partial-depth repair, gravel road undergoing maintenance grading, and gravel road receiving dust control application (dust control photo courtesy of Weld County, Colora, weldgov.com).

Maintenance

Maintenance is the most cost-effective strategy for managing road infrastructure and prevents good and fair roads from reaching the poor category, which require costly rehabilitation and reconstruction treatments to create a year of service life. It is most effective to spend money on routine maintenance and

CPM treatments, first; then, when all maintenance project candidates are treated, reconstruction and rehabilitation can be performed as money is available. This strategy is called a “mix-of-fixes” approach to managing pavements.

1. PAVEMENT ASSETS

Building a mile of new road can cost over $1 million due to the large volume of materials and equipment that are necessary. The high cost of constructing road assets underlines the critical nature of properly managing and maintaining the investments made in this vital infrastructure. The specific needs of every mile of road within an agency's overall road network is a complex assessment, especially when considering rapidly changing conditions and the varying requisites of road users; understanding each road-mile's needs is an essential duty of the road-owning agency.

In Michigan, many different governmental units (or agencies) own and maintain roads, so it can be difficult for the public to understand who is responsible for items such as planning and funding construction projects, [patching] repairs, traffic control, safety, and winter maintenance for any given road. MDOT is responsible for state trunkline roads, which are typically named with "M", "I", or "US" designations regardless of their geographic location in Michigan. Cities and villages are typically responsible for all public roads within their geographic boundary with the exception of the previously mentioned state trunkline roads managed by MDOT. County road commissions (or departments) are typically responsible for all public roads within the county's geographic boundary, with the exception of those managed by cities, villages, and MDOT.

In cases where non-trunkline roads fall along jurisdictional borders, local and intergovernmental agreements dictate ownership and maintenance responsibility. Quite frequently, roads owned by one agency may be maintained by another agency because of geographic features that make it more cost effective for a neighboring agency to maintain the road instead of the actual road owner. Other times, road-owning agencies may mutually agree to coordinate maintenance activities in order to create economies of scale and take advantage of those efficiencies.

The CoW is responsible for a total of 254.627 centerline of public roads, as shown in Figure 6.

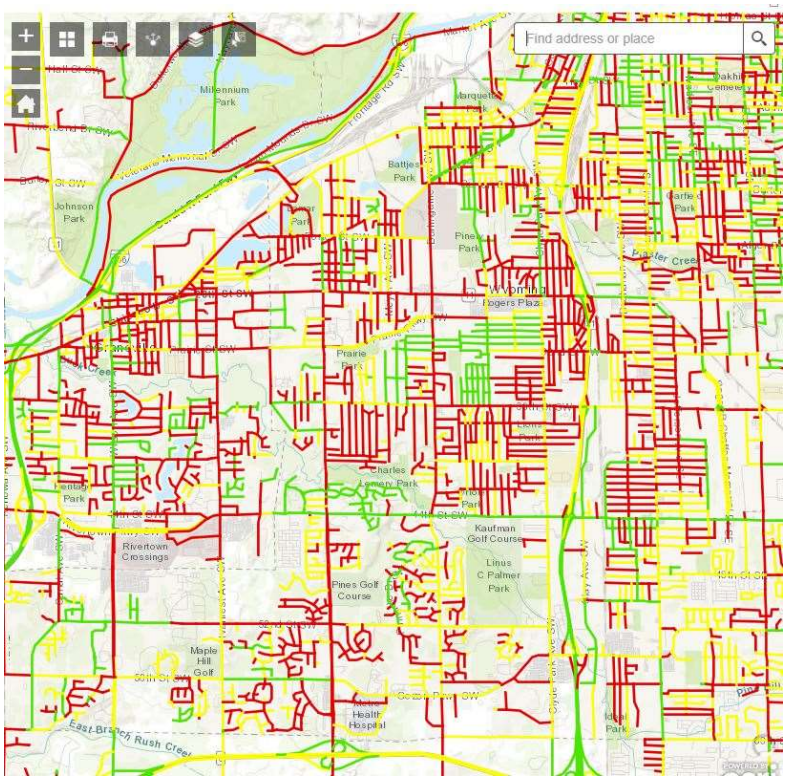


Figure 6: Map showing location of CoW's paved roads (i.e., those managed by CoW) and their current condition for paved roads with green for good (i.e., PASER 10, 9, 8), yellow for fair (i.e., PASER 7, 6, 5), and red for poor (i.e., PASER 4, 3, 2, 1), as well as the location of CoW's unpaved roads in blue

Inventory

Michigan Public Act 51 of 1951 (PA 51), which defines how funds from the Michigan Transportation Fund (MTF) are distributed to and spent by road-owning agencies, classifies roads owned by CoW as either city major or city minor roads. State statute prioritizes expenditures on the city major road network.

Figure 6 illustrates the percentage of roads owned by CoW that are classified as city major and city minor roads. Figure 7 illustrates this breakdown of these road networks by township boundary within CoW's jurisdiction.

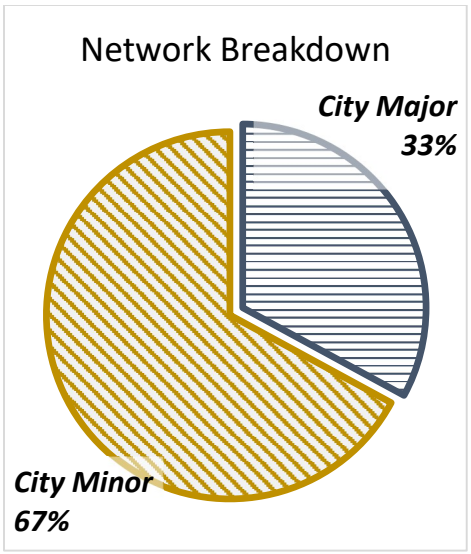


Figure 7: Percentage of city major and city minor roads for CoW.

CoW manages 17.993 miles of roads that are part of the National Highway System (NHS)—in other words, those roads that are critical to the nation's economy, defense, and mobility—and monitors and maintains their condition. The NHS is subject to special rules and regulations and has its own performance metrics dictated by the FHWA. While most NHS roads in Michigan are managed by MDOT, CoW manages a percentage of those roads located in its jurisdiction, as shown in Figure 8.

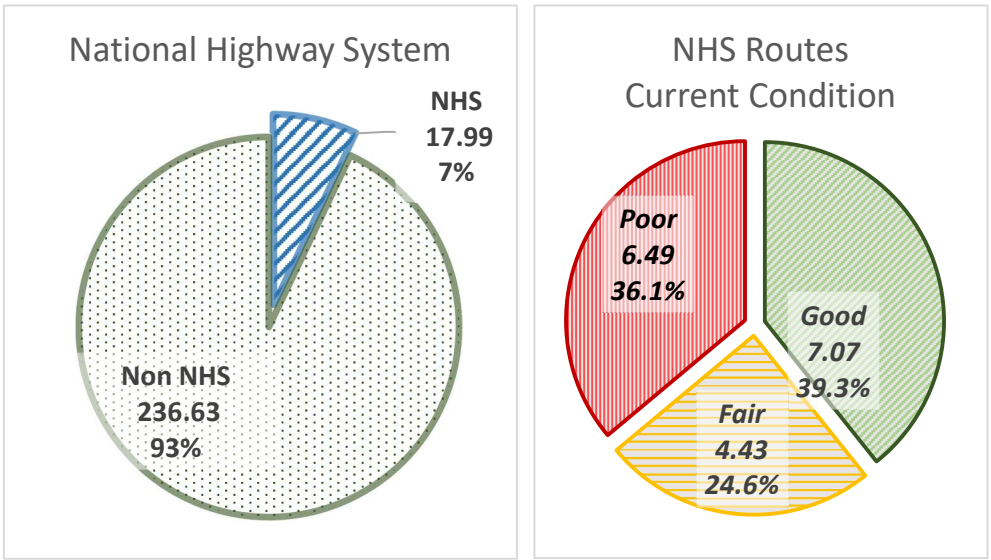


Figure 8: Miles of roads managed by CoW that are part of the National Highway System and condition.

CoW also owns and manages 0.917 miles of unpaved roads.

Types

CoW has multiple types of pavements in its jurisdiction, including: asphalt, concrete, and undefined; it also has unpaved roads (i.e, gravel and/or earth). Factors influencing pavement type include cost of construction, cost of maintenance, frequency of maintenance, type of maintenance, asset life, and road user experience. More information on pavement types is available in the Introduction's Pavement Primer.

Figure 9 illustrates the percentage of various pavement types that CoW has in its network.

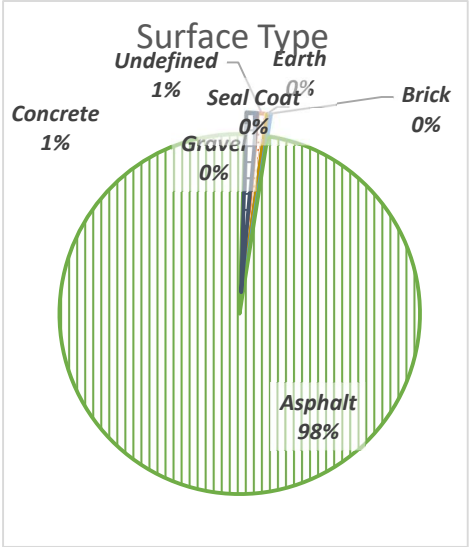


Figure 9: Pavement type by percentage maintained by CoW Undefined pavements have not been inventoried in CoW's asset management system to date,but will be included as data becomes available.

Locations

Locations and sizes of each asset can be found in CoW's Roadsoft database. For more detail, please refer to the agency contact listed in the *Introduction* of this pavement asset management plan.

Condition

The road characteristic that road users most readily notice is pavement condition. Pavement condition is a major factor in determining the most cost-effective treatment—that is, routine maintenance, capital preventive maintenance, or structural improvement—for a given section of pavement. CoW uses pavement condition and age to anticipate when a specific section of pavement will be a potential candidate for preventive maintenance. Pavement condition data enables CoW to evaluate the benefits of preventive maintenance projects and to identify the most cost-effective use of road construction and maintenance dollars. Historic pavement condition data can be used to predict future road conditions based on budget constraints and to determine if a road network's condition will improve, stay the same, or degrade at the current or planned investment level. This analysis helps to determine how much additional

funding is necessary to meet a network's condition improvement goals. More detail on this topic is included in the Introduction's *Pavement Primer*.

Paved Roads

CoW is committed to monitoring the condition of its road network and using pavement condition data to drive cost-effective decision-making and preservation of valuable road assets. CoW uses the Pavement Surface Evaluation and Rating (PASER) system, which has been adopted by the TAMC for measuring statewide pavement conditions, to assess its paved roads. The PASER system provides a simple, efficient, and consistent method for evaluating road condition through visual inspection. More information regarding the PASER system can be found in the Introduction's Pavement Primer.

CoW collects 100 percent of its PASER data every two years on all federal-aid-eligible roads in Michigan. In addition, CoW collects 100 percent of its paved non-federal-aid-eligible network using its own staff and resources.

CoW's 2020 paved city major road network has 29 percent of roads in the TAMC good condition category, 30 percent in fair, and 41 percent in poor (Figure 10A). The paved city minor road network has 16 percent in good, 25 percent in fair, and 59 percent in poor (Figure 10B).

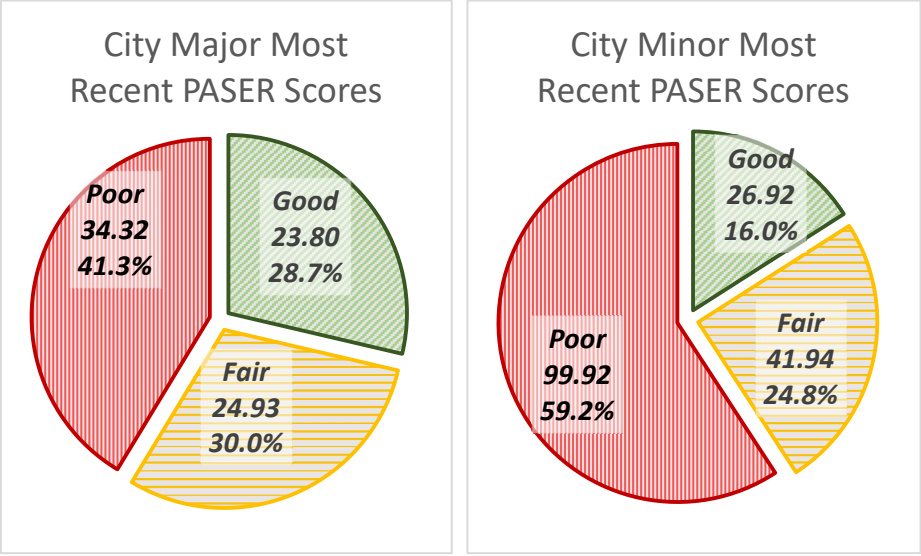


Figure 10: (A) Left: CoW paved city major road network conditions by percentage of good, fair, or poor, and (B) Right: paved city minor road network conditions by percentage of good, fair, or poor

In comparison, the statewide paved city major road network has 21 percent of roads in the TAMC good condition category, 40 percent in fair, and 39 percent in poor (Figure 11A). The statewide paved city minor road network has 16 percent in good, 30 percent in fair, and 54 percent in poor (Figure 11B). Comparing Figure 10A and Figure 11A shows that CoW's paved city major road network is the same than similarly-classified roads in the rest of the state, while Figure 10B and Figure 11B show that CoW's paved city minor road network is better than similarly-classified roads in the rest of the state. Other road

condition graphs can be viewed on the TAMC pavement condition dashboard at: http://www.mcgi.state.mi.us/mitrp/Data/PaserDashboard.aspx.

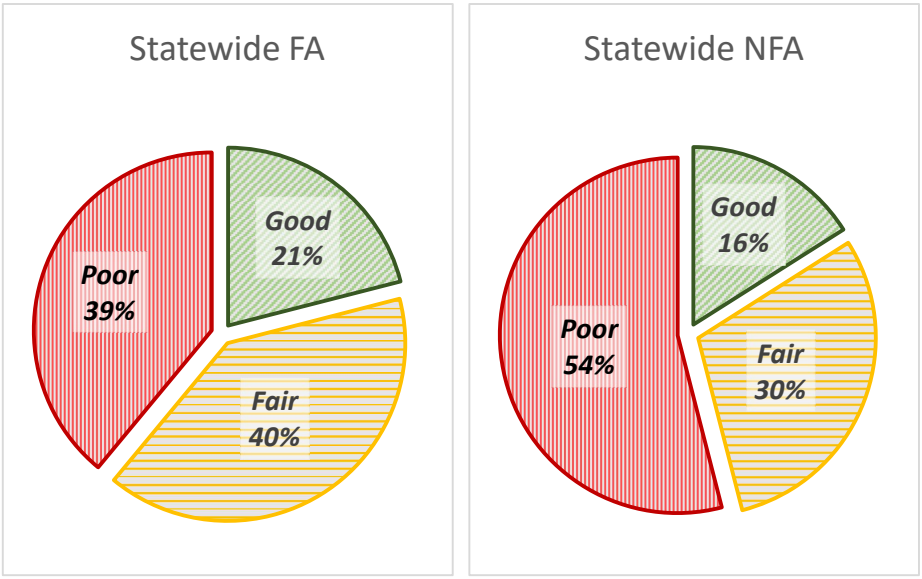


Figure 11: (A) Left: Statewide paved city major road network conditions by percentage of good, fair, or poor, and (B) Right: paved city minor road network conditions by percentage of good, fair, or poor

Figure 12 and Figure 13 show the number of miles for CoW's roads with PASER scores expressed in TAMC definition categories for the paved city major road network (Figure 12) and the paved city minor road network (Figure 13). CoW considers road miles on the transition line between good and fair (PASER 8) and the transition line between fair and poor (PASER 5) as representing parts of the road network where there is a risk of losing the opportunity to apply less expensive treatments that gain significant improvements in service life.

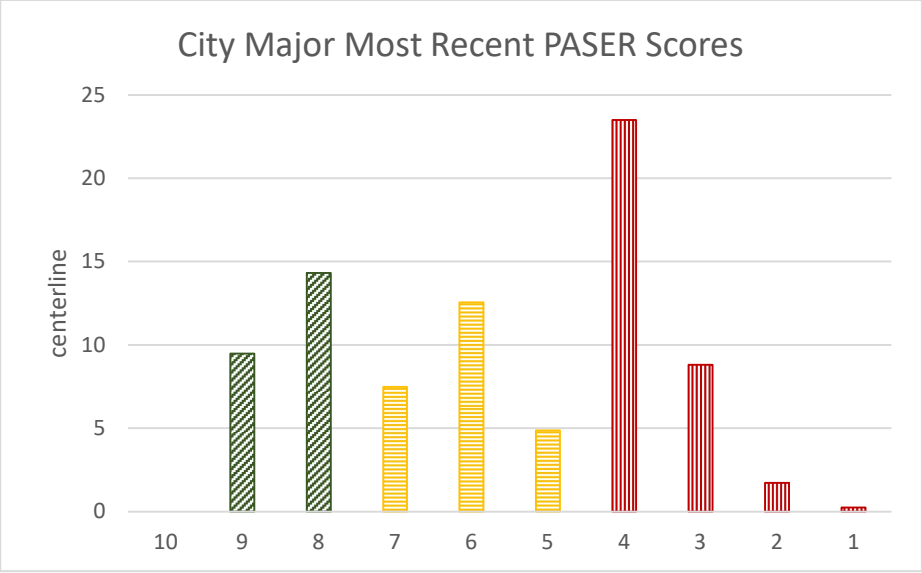


Figure 12: CoW paved city major road network conditions. Bar graph colors correspond to good/fair/poor TAMC designations.

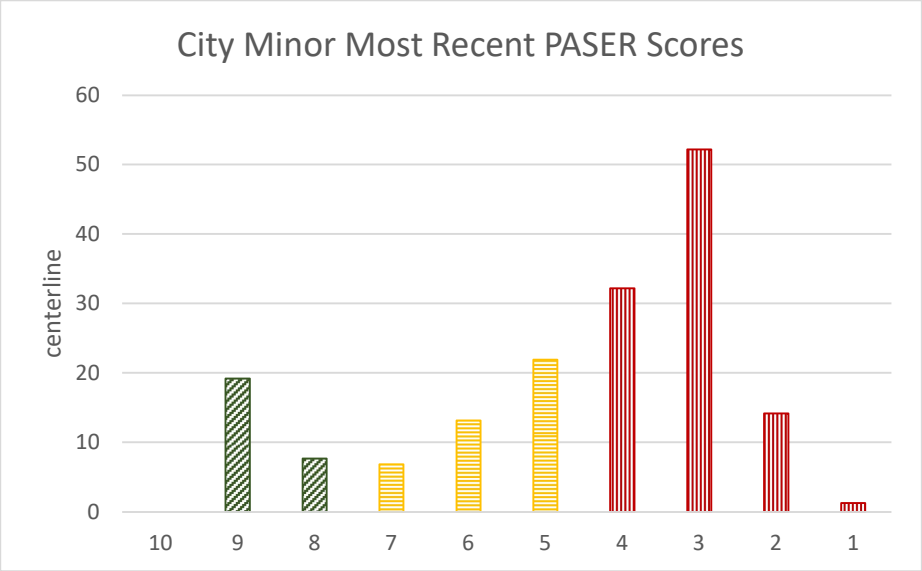


Figure 13: CoW paved city minor network condition by PASER rating. Bar graph colors correspond to good/fair/poor TAMC designations.

Figure 14 provides a map illustrating the geographic location of paved roads and their respective PASER condition. An online version of the most recent PASER data is located at https://www.mcgi.state.mi.us/tamcMap/.

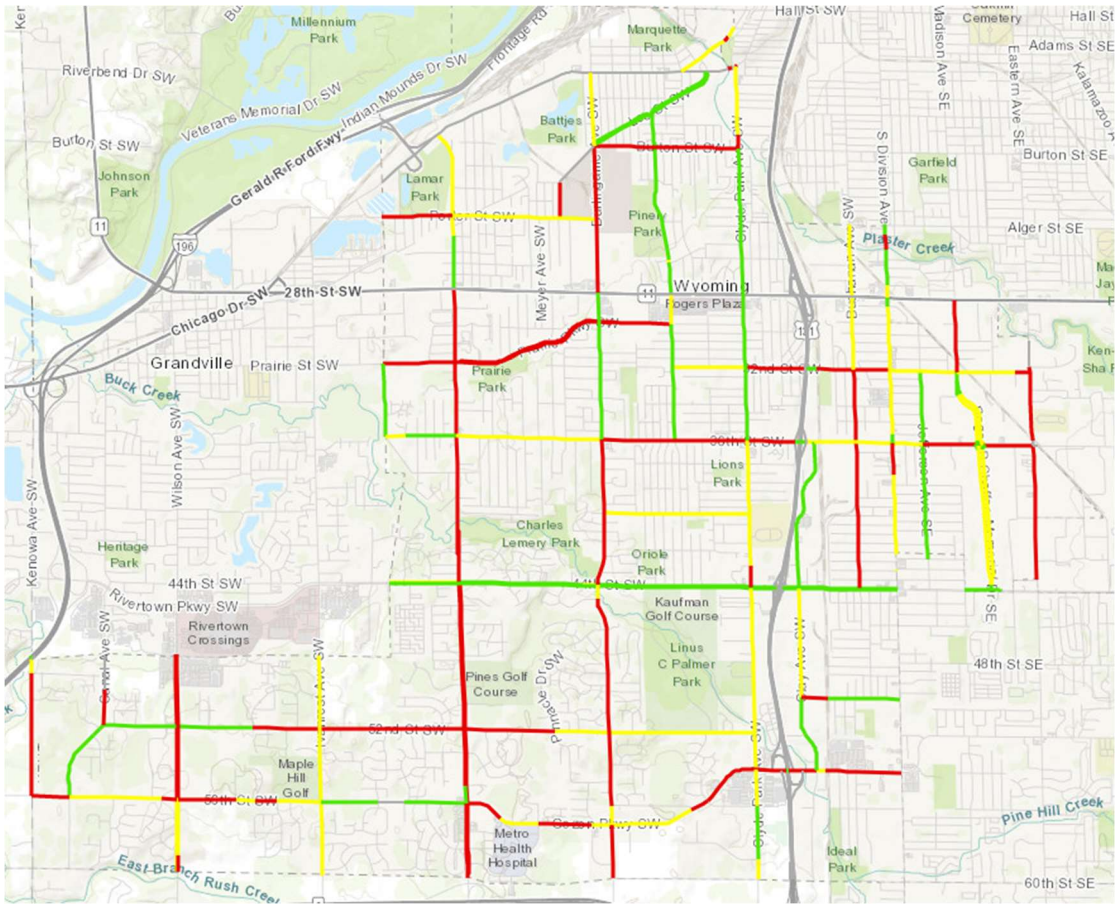


Figure 14: Map of the current paved road condition in good (PASER 10, 9, 8) shown in green, fair (PASER 7, 6, 5) shown in yellow, and poor (PASER 4, 3, 2, 1) shown in red. Only Roads owned by CoW are shown.

Historically, the overall quantity of CoW's paved major streets rated in good condition have been increasing, along with the major streets rated in poor condition, as can be observed in Figure 15.

Comparing CoW's paved city major street condition trends illustrated in Figure 15 with overall statewide condition trends for similarly-classified roads, which are illustrated in Figure 16, shows an improving local trend compared to the rest of the state.

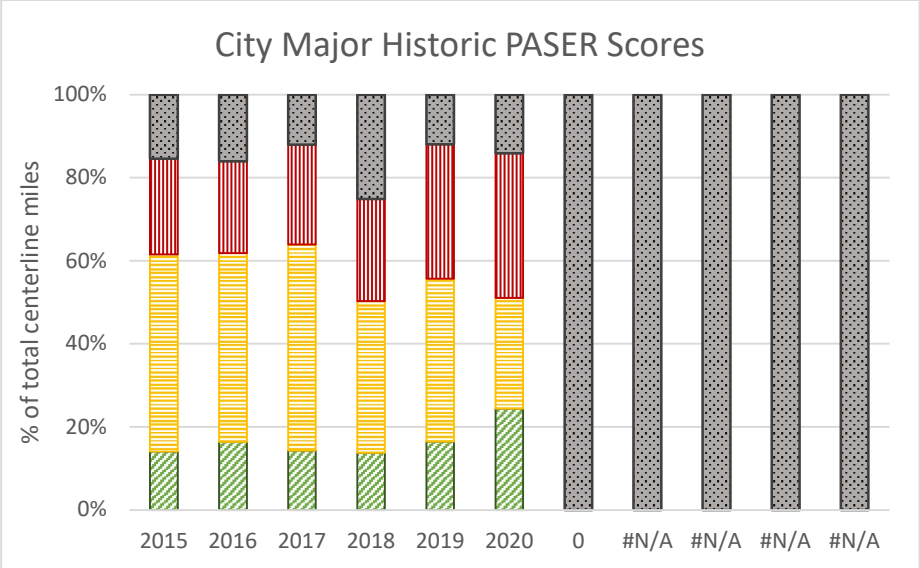


Figure 15: Historical CoW paved city major road network condition trend

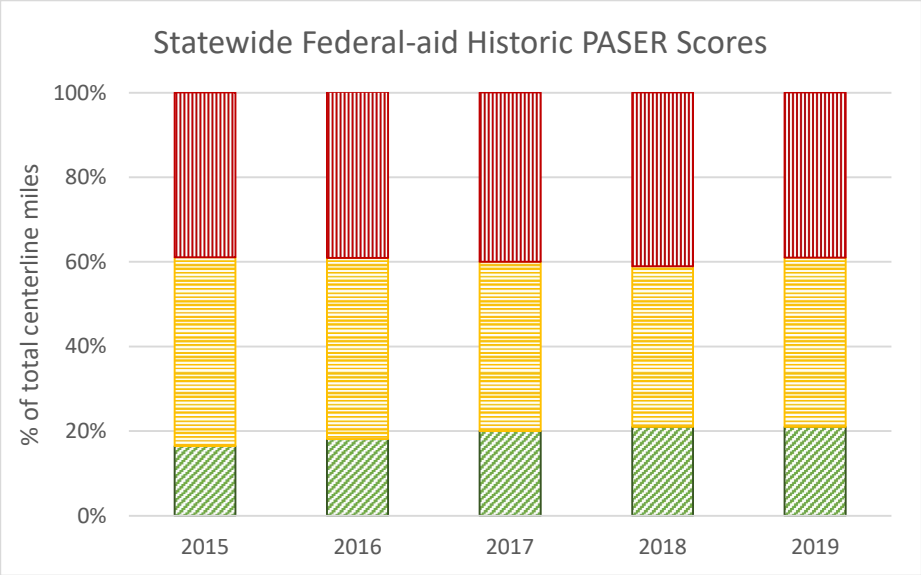


Figure 16: Historical statewide city major road network condition trend

Historically, the overall quantity of CoW's paved minor (local) streets rated in good condition have been increasing, along with the minor streets rated in poor condition. Figure 17 illustrates the condition of the paved city minor road network in CoW while Figure 18 illustrates these conditions statewide.

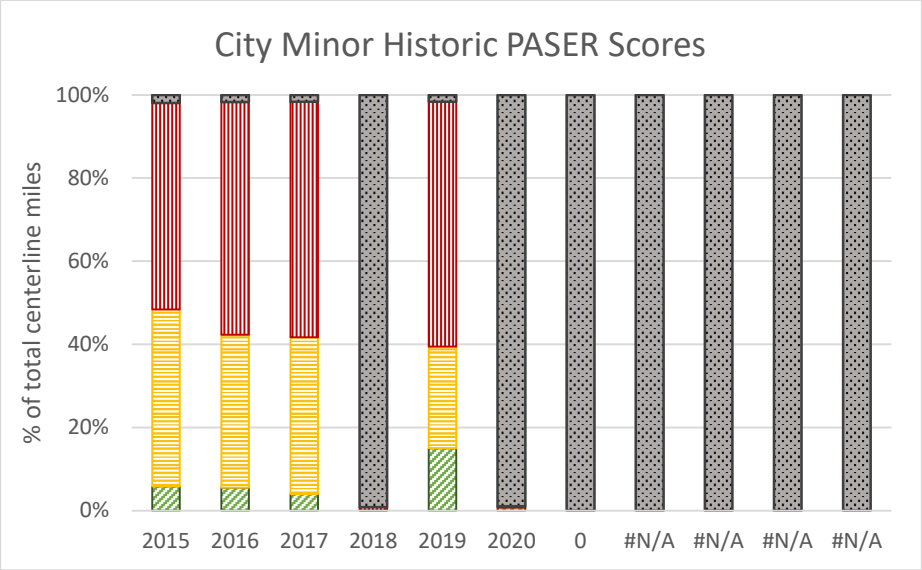


Figure 17: Historical CoW paved city minor road network condition trend

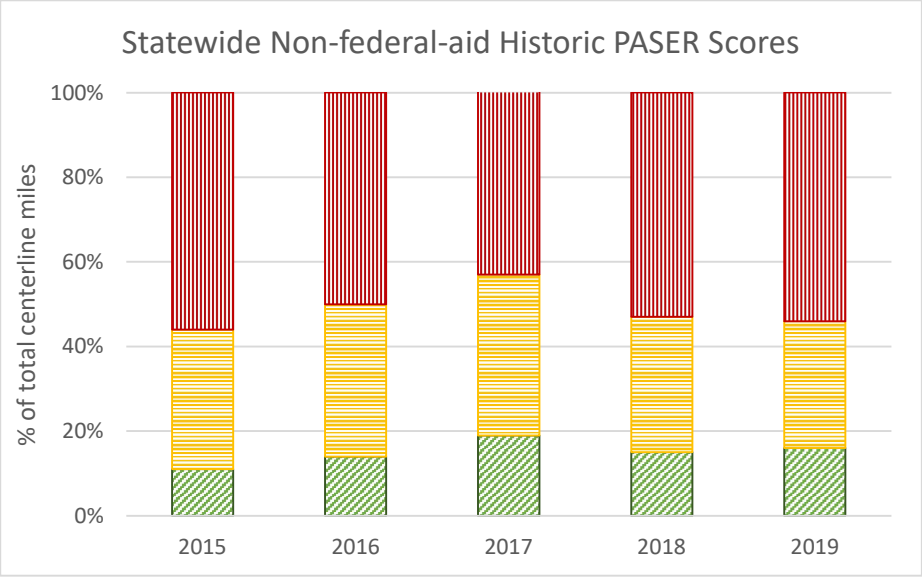


Figure 18: Historical statewide paved city minor road network condition trend

Goals

Goals help set expectations to how pavement conditions will change in the future. Pavement condition changes are influenced by water infiltration, soil conditions, sunlight exposure, traffic loading, and repair work performed. CoW is not able to control any of these factors fully due to seasonal weather changes, traffic pattern changes, and its limited budget. In spite of the uncontrollable variables, it is still important to set realistic network condition goals that efficiently use budget resources to build and maintain roads meeting taxpayer expectations. An assessment of the progress toward these goals is provided in the *1. Pavement Assets*: *Gap Analysis* section of this plan.

Goals for Paved City Major Roads

The overall goal for CoW's paved city major road network is to maintain or improve road conditions network-wide at 2020 levels. The baseline condition for this goal is illustrated in Figure 19.

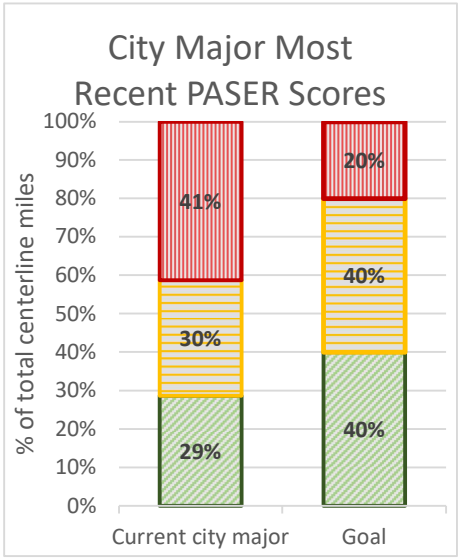


Figure 19: CoW's 2020 city major road network condition by percentage of good/fair/poor

CoW's network-level pavement condition strategy for paved city major roads is:

1. Prevent its good and fair (PASER 10 - 5) paved city major from becoming poor (PASER 4 - 1).
2. Move 21percent of paved city major roads out of the poor category.

Goals for Paved City Minor Roads

The overall goal for CoW's paved city minor road network is to maintain or improve road conditions network-wide at 2020 levels. The baseline condition for this goal is illustrated in Figure 20.

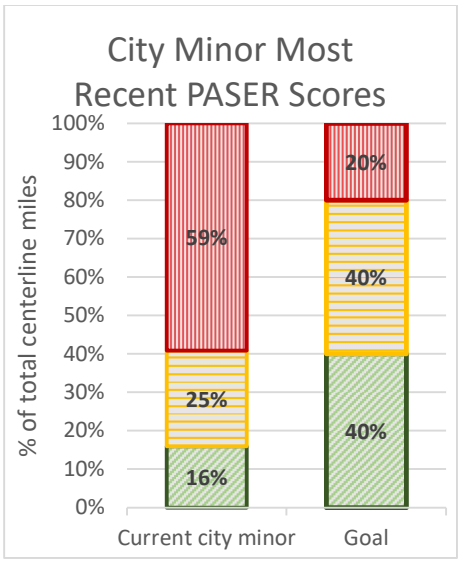


Figure 20: CoW 2020 paved city minor road network condition by percentage of good/fair/poor

CoW's network-level pavement condition strategy for paved city minor roads is:

1. Prevent its good and fair (PASER 10 - 5) paved city minor roads from becoming poor (PASER 4 - 1).
2. Move 39 percent of paved city minor roads out of the poor category.

Modelled Trends

Roads age and deteriorate just like any other asset. All pavements are damaged by water, traffic weight, freeze/thaw cycles, sunlight, and traffic weight. To offset natural deterioration and normal wear-and-tear on the road, CoW must complete treatment projects that either protect and/or add life to its pavements. The year-end condition of the whole network depends upon changes or preservation of individual road section condition that preservation treatments have affected.

CoW uses many types of repair treatments for its roads, each selected to balance costs, benefits, and road life expectancy. When agency trends are modelled, any gap between goals and accomplishable work becomes evident. Financial resources influence how much work can be accomplished across the network within agency budget and what treatments and strategies can be afforded; a full discussion of CoW's financial resources can be found in the *5. Financial Resources* section.

Treatments and strategies that counter pavement-damaging forces include reconstruction, structural improvement, capital preventive maintenance, innovative treatments, and maintenance. For a complete discussion on the pavement treatment tools, refer to the *1. Introduction*'s *Pavement Primer*.

Correlating with each PASER score are specific types of treatments best performed either to protect the pavement (CPM) or to add strength back into the pavement (structural improvement) (Table 1). MDOT

provides guidance regarding when a specific pavement may be a candidate for a particular treatment. These identified PASER scores “trigger” the timing of projects appropriately to direct the right pavement fix at the right time, thereby providing the best chance for a successful project. The information provided in Table 1 is a guide for identifying potential projects; however, this table should not be the sole criteria for pavement treatment selection. Other information such as future development, traffic volume, utility projects, and budget play a role in project selection. This table should not be a substitute for engineering judgement.

Table 1: Service Life Extension (in Years) for Pavement Types Gained by Fix Type[1]

Fix Type	Life Extension (in years)*			PASER
	Flexible	Composite	Rigid	
HMA crack treatment	1-3	1-3	N/A	6-7
Overband crack filling	1-2	1-2	N/A	6-7
One course non-structural HMA overlay	5-7	4-7	N/A	4-5****
Mill and one course non-structural HMA overlay	5-7	4-7	N/A	3-5
Single course chip seal	3-6	N/A	N/A	5-7†
Double chip seal	4-7	3-6	N/A	5-7†
Single course microsurface	3-5	**	N/A	5-6
Multiple course microsurface	4-6	**	N/A	4-6****
Ultra-thin HMA overlay	3-6	3-6	N/A	4-6****
Paver placed surface seal	4-6	**	N/A	5-7
Full-depth concrete repair	N/A	N/A	3-10	4-5***
Concrete joint resealing	N/A	N/A	1-3	5-8
Concrete spall repair	N/A	N/A	1-3	5-7
Concrete crack sealing	N/A	N/A	1-3	4-7
Diamond grinding	N/A	N/A	3-5	4-6
Dowel bar retrofit	N/A	N/A	2-3	3-5***
Longitudinal HMA wedge/scratch coat with surface treatment	3-7	N/A	N/A	3-5****
Flexible patching	**	**	N/A	N/A
Mastic joint repair	1-3	1-3	N/A	4-7
Cape seal	4-7	4-7	N/A	4-7
Flexible interlayer “A”	4-7	4-7	N/A	4-7
Flexible interlayer “B” (SAMI)	4-7	4-7	N/A	3-7
Flexible interlayer “C”	4-7	4-7	N/A	3-7
Fiber reinforced flexible membrane	4-7	4-7	N/A	3-7
Fog seal	**	**	N/A	7-10
GSB 88	**	**	N/A	7-10
Mastic surface treatment	**	**	N/A	7-10
Scrub seal	**	**	N/A	4-8

* The time range is the expected life extending benefit given to the pavement, not the anticipated longevity of the treatment.

** Data is not available to quantify the life extension.

*** The concrete slabs must be in fair to good condition.

**** Can be used on a pavement with a PASER equal to 3 when the sole reason for rating is rutting or severe raveling of the surface asphalt layer.

† For PASER 4 or less providing structural soundness exists and that additional pre-treatment will be required for example, wedging, bar seals, spot double chip seals, injection spray patching or other pre-treatments.

[1] Part of Appendix D-1 from *MDOT Local Agency Programs Guidelines for Geometrics on Local Agency Projects* 2017 Edition Approved Preventive Maintenance Treatments

NCPP Network Quick Check to Forecast Future Trends

The National Center for Pavement Preservation (NCPP) has developed an analysis method that gives an overall indicator of likely future road network condition trends. An example of this method along with a description is included as Appendix D.

The NCPP Quick Check works under the premise that a one-mile road segment loses one year of life each year that it is not treated with a maintenance, rehabilitation, or reconstruction project. For example, a 100-mile network loses 100 mile-years' worth of life each year that it is not treated. Construction and maintenance projects add life to a road network, offsetting the steady yearly loss. For example, an overlay project that is expected to last 10 years and constructed on 5 miles of pavement will add 10-years x 5 miles = 50 mile-years of improvement, which is about half the value lost in one year on the example 100-mile network. In order for the network to remain stable, an agency would need to complete projects every year that offset all of the mile-years of loss, for this example 100 mile-years.

Paved City Major Roads

Table 2 illustrates the calculations for the NCPP Quick Check method of CoW's paved city major road network. The treatments outlined in Table 2 are the average treatment volume of planned projects scheduled to be completed in 2020-2022. The *1. Pavement Assets*: *Planned Projects* section of this plan provides further detail. Results from the NCPP Quick Check for the paved city major roads indicate the average volume of work that CoW has been able to afford over the last five years is keeping up with the natural deterioration of the road network due to age and use. Continuing the current treatment volume on this network will result in an ongoing surplus of 9 mile-years of project benefit to stabilize this trend and maintain current conditions.

Table 2: NCPP Modelled Trends, Planned Projects, and Gap Analysis for 's Road Assets—Modelled Trends: NCPP Quick Check Method for Paved City Major Road Network (83.819 miles)

Treatment Name	Average Yearly Miles of Treatment	Years of Life	Mile-Years
Crack Seal	8	4	32
Resurface	4	10	40
Reconstruct	1	20	20
[Treatment 4]			0
[Treatment 5]			0
[Treatment 6]			0
[Treatment 7]			0
[Treatment 8]			0
[Treatment 5]			**92**
[Treatment 6]			**9**

The NCPP analysis of CoW's planned projects from its currently-available budget does allow CoW to reach its pavement condition goal given the projects planned for the next three years.

Paved City Minor Road

Table 3 illustrates the calculations for the NCPP Quick Check method of CoW's paved city minor road network. The treatments outlined in Table 3 are the average treatment volume of planned projects scheduled to be completed in 2020-2022. The *1. Pavement Assets*: *Planned Projects* section of this plan provides further detail. Results from the NCPP Quick Check for the paved city minor roads indicate the average volume of work that CoW has been able to afford over the last five years is keeping up with the natural deterioration of the road network due to age and use. Continuing the current treatment volume on this network will result in an ongoing surplus of 257 mile-years of project benefit to stabilize this trend and maintain current conditions.

Table 3: NCPP Modelled Trends, Planned Projects, and Gap Analysis for 's Road Assets—Modelled Trends: NCPP Quick Check Method for Paved City Minor Road Network (170.808 miles)

Treatment Name	Average Yearly Miles of Treatment	Years of Life	Mile-Years
Crack Seal	4	4	16
Resurface	18	20	360
Reconstruct	2	25	50
[Treatment 4]			0
[Treatment 5]			0
[Treatment 6]			0
[Treatment 7]			0
[Treatment 8]			0
[Treatment 5]			**426**
[Treatment 6]			**257**

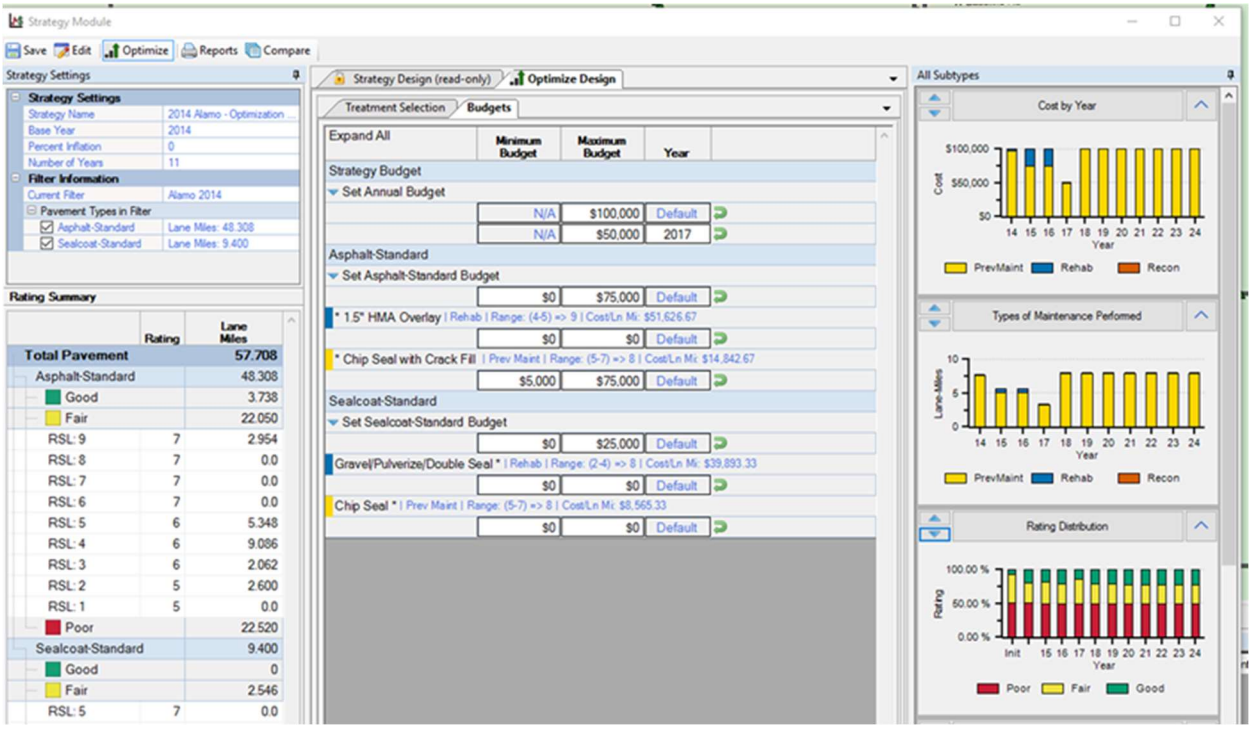
The NCPP analysis of CoW's planned projects from its currently available budget does allow CoW to reach its pavement condition goals given the projects planned for the next three years.

Roadsoft Pavement Condition Forecast to Forecast Future Trends

CoW uses Roadsoft, an asset management software suite, to manage road- and bridge-related infrastructure. Roadsoft is developed by Michigan Technological University and is available for Michigan local agencies at no cost to them. Roadsoft uses pavement condition data to drive network-level deterioration models that forecast future road conditions based on planned construction and maintenance

work. A screenshot of Roadsoft's pavement condition model and the associated output is shown in Figure 21.

Figure 21: Pavement condition forecast model in the software program Roadsoft.



Paved City Major Roads

Table 4 illustrates the network-level model inputs for Roadsoft on the paved city major road network. Other pavement types in this network were neglected due to their small numbers relative to HMA pavements. The treatments outlined in Table 4 are the average treatment volume of planned projects scheduled to be completed in 2020-2022. See Appendix A of this plan for details on planned projects. Full model inputs and outputs are included in Appendix D.

Table 4: NCPP Modelled Trends, Planned Projects, and Gap Analysis for 's Road Assets—Modelled Trends: Roadsoft Annual Work Program for the Paved City Major Road Network Forecast

Treatment Name	Average Yearly Miles of Treatment	Years of Life	Mile-Years
Crack Seal	8	4	32
Resurface	4	10	40
Reconstruct	1	20	20
[Treatment 4]			0
[Treatment 5]			0
[Treatment 6]			0
[Treatment 7]			0
[Treatment 8]			0

Results from the Roadsoft network condition model for the city major roads are shown in Figure 22. The Roadsoft network analysis of CoW's planned projects from its currently-available budget does allow CoW to reach its pavement condition goals given the projects planned for the next three years.

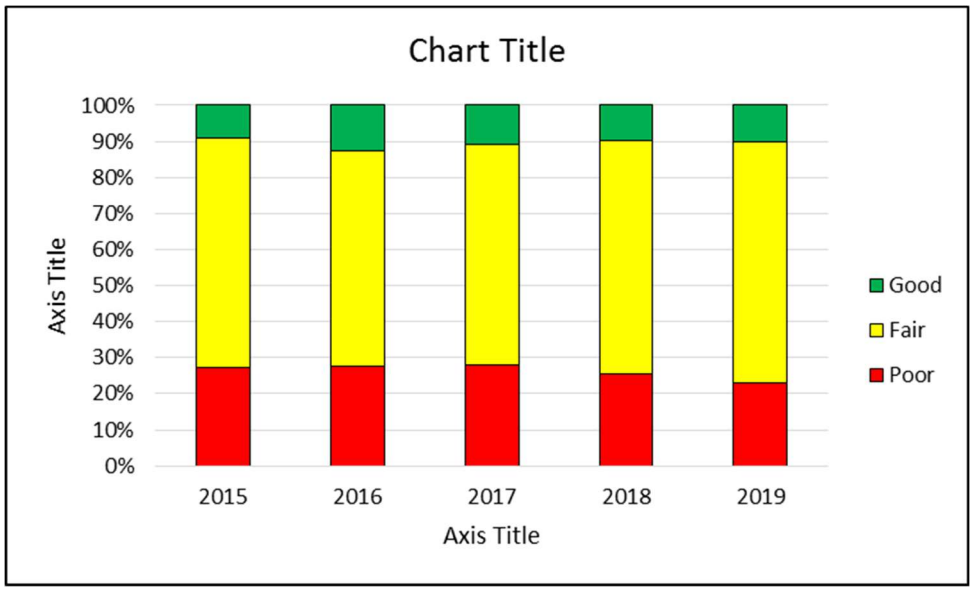


Figure 22: Forecast good/fair/poor changes to CoW network condition from planned projects on the city major road network.

Paved City Minor Road

A screenshot of Roadsoft's pavement condition model and the associated output is shown in Figure 23.

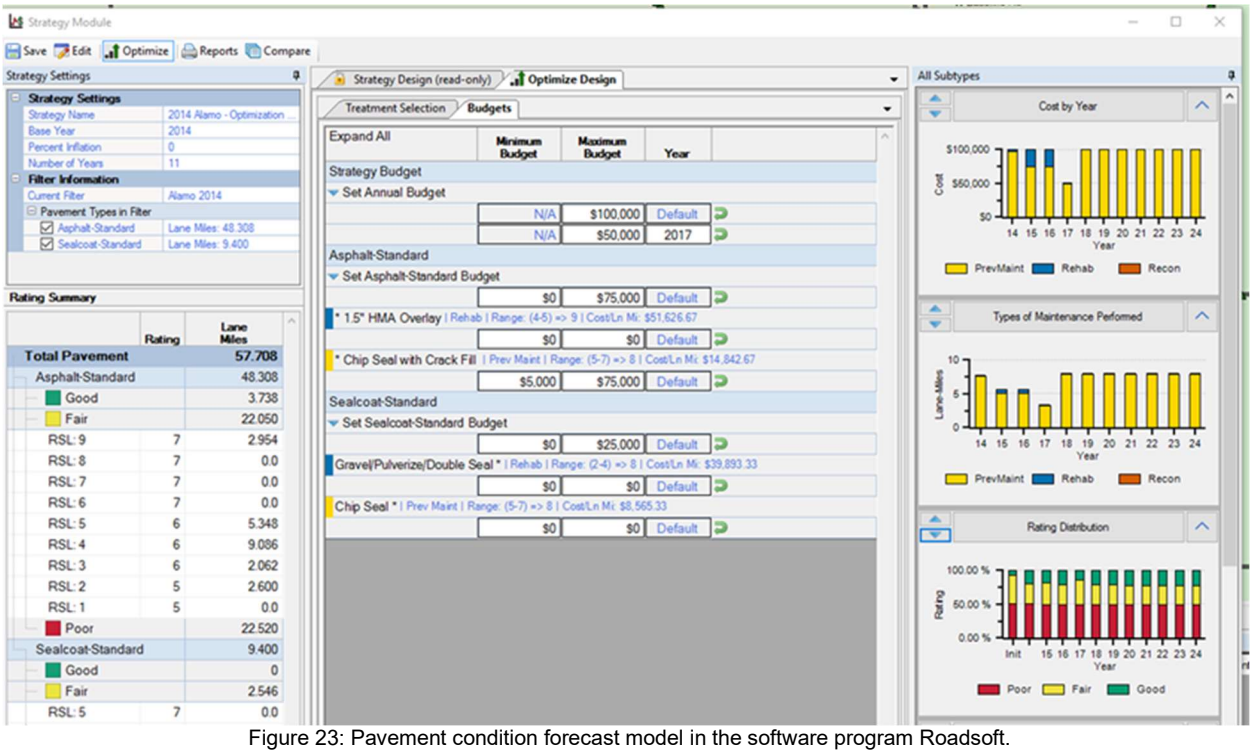


Figure 23: Pavement condition forecast model in the software program Roadsoft.

Table 5 illustrates the network-level model inputs for Roadsoft on the paved city minor road network. Other pavement types in this network were neglected due to their small numbers relative to HMA pavements. The treatments outlined in Table 5 are the average treatment volume of planned projects scheduled to be completed in 2020-2022. Details on planned projects are included in Appendix A, and full model inputs and outputs are included in Appendix D.

Table 5: NCPP Modelled Trends, Planned Projects, and Gap Analysis for ‘s Road Assets—Modelled Trends: Roadsoft Annual Work Program for the Paved City Minor Road Network Forecast

Treatment Name	Average Yearly Miles of Treatment	Years of Life	Mile-Years
Crack Seal	4	4	16
Resurface	18	20	360
Reconstruct	2	25	50
[Treatment 4]			0
[Treatment 5]			0
[Treatment 6]			0
[Treatment 7]			0
[Treatment 8]			0

Results from the Roadsoft network condition model for the paved city minor roads are shown in Figure 24. The Roadsoft network analysis of CoW’s planned projects from its currently available budget does allow CoW to reach its pavement condition goal given the projects planned for the next three years.

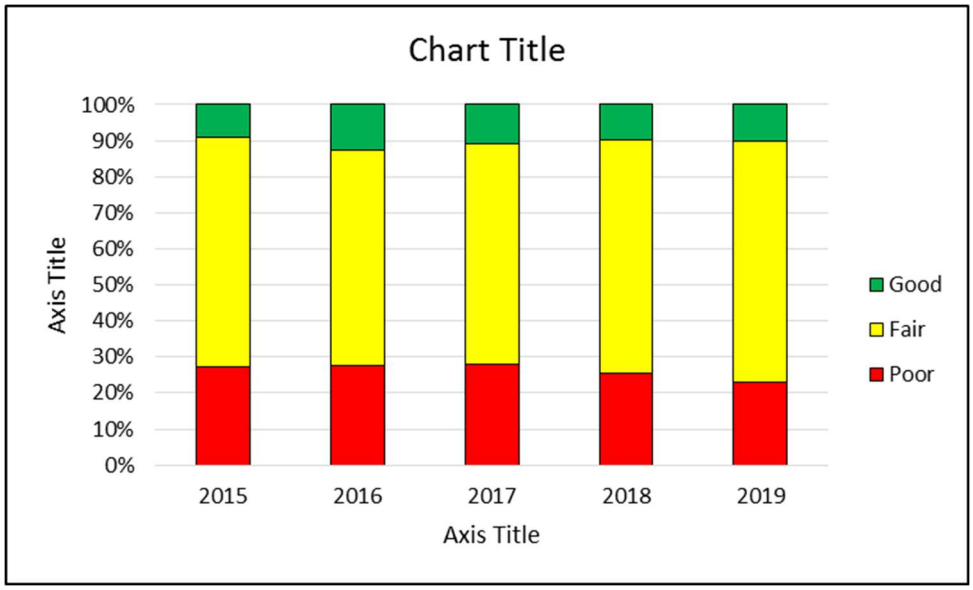


Figure 24: Forecast good/fair/poor changes to CoW network condition from planned projects on the paved city minor road network.

Planned Projects

CoW plans construction and maintenance projects several years in advance. A multi-year planning threshold is required due to the time necessary to plan, design, and finance construction and maintenance projects on the paved city major road network. This includes planning and programming requirements from state and federal agencies that must be met prior to starting a project and can include studies on environmental and archeological impacts, review of construction and design documents and plans, documentation of rights-of-way ownership, planning and permitting for storm water discharges, and other regulatory and administrative requirements.

Per PA 499 of 2002 (later amended by PA 199 of 2007), road projects for the upcoming three years are required to be reported annually to the TAMC. Planned projects represent the best estimate of future activity; however, changes in design, funding, and permitting may require CoW to alter initial plans. Project planning information is used to predict the future condition of the road networks that CoW maintains. The *1. Pavement Assets*: *Modelled Trends* section of this plan provides a detailed analysis of the impact of the proposed projects on their respective road networks.

A list of planned projects is included in Appendix A and Appendix B.

2. FINANCIAL RESOURCES

Public entities must balance the quality and extent of services they can provide with the tax resources provided by citizens and businesses, all while maximizing how efficiently funds are used. CoW will overview its general expenditures and financial resources currently devoted to pavement maintenance and construction. This financial information is not intended to be a full financial disclosure or a formal report. Michigan agencies are required to submit an Act 51 Report to the Michigan Department of Transportation each year; this is a full financial report that outlines revenues and expenditures. This report can be obtained by request submitted to our agency contact (listed in this plan).

CoW has a total budget for pavement asset management of 5,000,000.

City Major Network

CoW has historically spent 3,000,000 annually on pavement-related projects. Over the next three years, CoW plans to spend 9,000,000 on city major-network projects consisting of, but not limited to, reconstruction, resurfacing, and preventive maintenance. Spending on projects depends on revenue from Act 51 revenue, Michigan Transportation Fund (MTF), bonds, millages, and federal/state programs.

City Minor Network

CoW has historically spent 2,000,000 annually on pavement-related projects. Over the next three years, CoW plans to spend 6,000,000 on city minor-network projects consisting of, but not limited to,

reconstruction, resurfacing, and preventive maintenance. Spending on projects depends on revenue from Act 51 revenue, bonds, and millages.

3. RISK OF FAILURE ANALYSIS

Transportation infrastructure is designed to be resilient. The system of interconnecting roads and bridges maintained by CoW provides road users with multiple alternate options in the event of an unplanned disruption of one part of the system. There are, however, key links in the transportation system that may cause significant inconvenience to users if they are unexpectedly closed to traffic. Figure illustrates the key transportation links in CoW's road network, including those that meet the following types of situations:

- **Geographic divides:** Areas where a geographic feature (river, lake, mountain or limited access road) limits crossing points of the feature
- **Emergency alternate routes for high-volume roads:** Roads which are routinely used as alternate routes for high volume roads or roads that are included in an emergency response plan
- **Limited access areas:** Roads that serve remote or limited access areas that result in long detours if closed
- **Main access to key commercial districts:** Areas where large number or large size business will be significantly impacted if a road is unavailable.

Our road network includes the following critical assets: (see Figure).

North – South Routes

Division Ave, north City Limit to South City Limit

Clyde Park Ave, 28th St to South City Limit

Byron Center Ave, 28th St to South City Limit

Wilson Ave, north City Limit to South City Limit

East – West Routes

28th Street (M-11) MDOT, east City Limit to west City Limit

44th Street, east City Limit to west City limit

56th Street/Gezon Parkway/54th Street, Wilson Ave to Division Ave

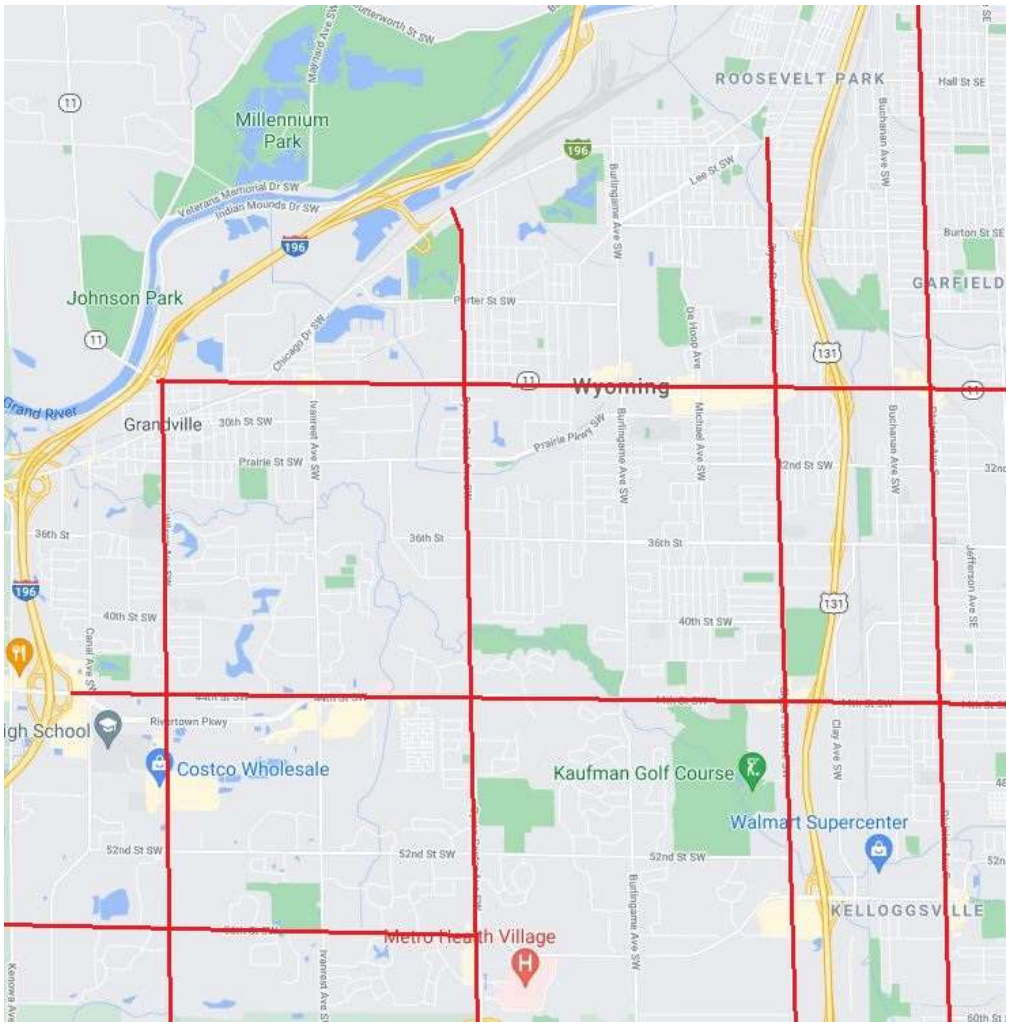


Figure 25: Key transportation links in CoW's road network

4. COORDINATION WITH OTHER ENTITIES

An asset management plan provides a significant value for infrastructure owners because it serves as a platform to engage other infrastructure owners using the same shared right of way space. CoW communicates with both public and private infrastructure owners to coordinate work in the following ways:

Public Coordination:

The City of Wyoming informs residents of upcoming projects planned adjacent to their residence or business the three (3) years preceding their planned construction. This will allow residents to plan for and provide their input on the project if they desire. It allows residents to prepare financially, if necessary, for special assessments for new improvements to the right of way adjacent to their property. Also, information is provided if potential right of way acquisitions may be necessary for the proposed project. As much information is given to the resident or business as early as possible to allow them to better prepare for the upcoming planned project.

Municipal Coordination:

The City of Wyoming also coordinates with area municipalities regarding proposed construction. This allows for better regional traffic flow and reduces the risk of conflicting detour routes. The MDOT Grand Region hosts the area municipalities twice annually, to discuss planned projects to traffic corridors. This regional coordination allows the City of Wyoming to better coordinate with our surrounding neighbors (Grand Rapids, Kentwood, Byron Twp, Walker, Georgetown Twp, etc) and plan for impacts from MDOT within or near our City (M-11, I-196, US-131 etc). At the two meetings, planned projects and ongoing construction are discussed to relay potential impacts to the region.

Private Coordination:

Annually, the City of Wyoming provides a list of planned projects to the major private utilities (DTE, Consumers Energy) within the area to coordinate potential impacts to their systems and allow to coordinate their planned improvements. Coordination with DTE allows the gas company to plan their gas main renewals prior to the City road improvement. This will reduce the risk of potential patches in new pavement to repair old gas main infrastructure. Coordination with Consumers Energy (CE) allows for advanced planning to relocate potential pole conflicts with multiple users (CE, Ameritech, ATT, Cable companies etc).

APPENDIX A: 2020-2022 PAVED CITY MAJOR STREET PLANNED PROJECTS

2020 (Major Street Projects)

Byron Center Ave, South City Limit to 44th Street	Mill & Resurface 2" Asphalt
Byron Center Ave, 44th St RT Only Lane (NB)	New Construction - Add RTL
Buchanan Ave, 36th St to 40th St	Watermain/Street Reconstruction
Stafford Ave, 32nd St to N. End	Mill and resurface top course pavement
Hillcroft Ave, 32nd St to N. End	Mill and resurface top course pavement
32nd St, Divison Ave to Stafford Ave	Mill and resurface top course pavement
Burlingame Ave, 28th St to Burton St	Mill and resurface top course pavement
Jefferson Ave, 32nd St to S. City Limit	Mill and resurface top course pavement

2021 (Major Street Projects)

Wilson Ave, South City Limit to North City Limit	Mill & Resurface 2" Asphalt
54th St, US-131 to Clyde Park Ave (Meijer Access Drive)	Mill & Resurface 2" Asphalt
Crossroads Commerce, Gezon Pkwy to Burlingame	Mill and resurface top course pavement
Burlingame Ave, Gezon Pkwy to 60th St	Mill and resurface top course pavement
Stafford Ave, 32nd St to N. End	Mill and resurface top course pavement
Hillcroft Ave, 32nd St to N. End	Mill and resurface top course pavement

2022 (Major Street Projects)

36th St, Burlingame Ave to Clyde Park Ave	Mill and resurface top course pavement
Eastern Ave, 28th St to 400’ north of 44th St	Mill and resurface top course pavement
RW Berends Dr, 44th St to Burlingame	Mill and resurface top course pavement
Canal Ave, 52nd St to N. City Limit	Mill and resurface top course pavement
Prairie Pkwy, W City Limit to Michael Ave	Mill and resurface top course pavement

APPENDIX B: 2020-2022 PAVED CITY LOCAL STREET PLANNED PROJECTS

2020 (Local Street Projects)

Denwood Ave, Burton St to South End	Watermain/Street Reconstruction
Marquette St, Burlingame Ave to Nagel Ave	Watermain/Street Reconstruction
Frog Hollow to M-6 Trail Connector	Non-motorized Trail
Royal Oak St, Clyde Park Ave to W. End	Mill and resurface Full Depth
33rd St, Clyde Park Ave to Herman Ave	Mill and resurface Full Depth
Kentfield St, Clyde Park Ave to Herman Ave	Mill and resurface Full Depth
34th St, Clyde Park Ave to Michael Ave	Mill and resurface Full Depth
Bryant St, Clyde Park Ave to W. End	Mill and resurface Full Depth
35th St, Clyde Park Ave to W. End	Mill and resurface Full Depth
Kenny St, Clyde Park Ave to W. End	Mill and resurface Full Depth
Burr Ave, 36th St to 33rd St	Mill and resurface Full Depth
Herman Ave, 33rd St to S. End	Mill and resurface Full Depth
Palmdale Dr, Byron Center to Palmair Dr	Mill and resurface Full Depth
Palmair Dr, 52nd St to Pine Dunes	Mill and resurface Full Depth
Pine Dunes Dr, Fieldstone to Caravel	Mill and resurface Full Depth
Fieldstone Dr, 56th St to Gullmont	Mill and resurface Full Depth
Cape Coral, Fieldstone to N. End	Mill and resurface Full Depth
Rattan, Fieldstone to E. End	Mill and resurface Full Depth
Gulmont, Palmair to W. End	Mill and resurface Full Depth
Sandhill, Pine Dunes Dr to E. End	Mill and resurface Full Depth
Horseshoe, Fieldstone to W. End	Mill and resurface Full Depth
Snyder Dr, Gullmont to N. End	Mill and resurface Full Depth
Fieldstone Ct, Fieldstone to W. End	Mill and resurface Full Depth
Caravel Dr, Palm Dale Dr to S. End	Mill and resurface Full Depth

Sand Dunes Ct, Pine Dunes Dr to S. End	Mill and resurface Full Depth
Baron Ct, Crooked Pine to W. End	Mill and resurface Full Depth
Charlesgate, 28th St to 26th St	Mill and resurface Full Depth

2021 (Local Street Projects)

56th St, Haughey to Division	New Construction & Sanitary Sewer
Lacrosse St, W. End to E. End	Mill and resurface Full Depth
Floyd St, Byron Center Ave to E. End	Mill and resurface Full Depth
Mallory Ave, Floyd St to Cypress St	Mill and resurface Full Depth
Cypress St, W. End to E. End	Mill and resurface Full Depth
Frontier Ct, S. End to N. End	Mill and resurface Full Depth
Sunvale Dr, Chableau Dr. to Plateau Dr	Mill and resurface Full Depth
Sunvale Ct, Sunvale Dr to S. End	Mill and resurface Full Depth
Sunnynook Dr, Cableau Dr to Sunnbrook Ct	Mill and resurface Full Depth
Sunnynook Ct, S. End to N. End	Mill and resurface Full Depth

2022 (Local Street Projects)

Plaster Ck Boulevard, Buchanan to Division	Reconstruction & Non-motorized Trail
Fisher Ave, 54th St to South End	New Construction
Pinnacle, 52nd St to Mayflower	Mill and resurface Full Depth
Mayflower, Pinnacle to Burlingame	Mill and resurface Full Depth
Tahoe Pine Dr., Pinnacle to S. End	Mill and resurface Full Depth
Tahoe Pine Ct, Pinnacle to S. End	Mill and resurface Full Depth
Tahoma Dr, Tahoe Pine Dr to E. End	Mill and resurface Full Depth
Tahoma Ct, Tahoma Dr to S. End	Mill and resurface Full Depth
Corbin Ct, Pinnacle to E. End	Mill and resurface Full Depth
West Ave, 28th St to S. End	Mill and resurface Full Depth
Sharon Ave, 30th St to S. End	Mill and resurface Full Depth

Boone Ave, N. End to Prairie Parkway	Mill and resurface Full Depth
Perry Ave, N. End to S. End	Mill and resurface Full Depth
30th St, West to Perry	Mill and resurface Full Depth
Wyoming Ave, 36th St to Lacrosse St	Mill and resurface Full Depth
Collingwood Ave, 36th St to Lacrosse St	Mill and resurface Full Depth
Hazlewood Ave, 36th St to Lacrosse St	Mill and resurface Full Depth
Perry Ave, 36th St to Lacrosse St	Mill and resurface Full Depth
Mallory Ave, N. End to Floyd St	Mill and resurface Full Depth
Meade Ave, Perry Ave to Mallory Ave	Mill and resurface Full Depth
Groveland Ave, 36th St to S. End	Mill and resurface Full Depth
Arden St, Byron Center Ave to E. End	Mill and resurface Full Depth
38th St, Byron Center Ave to E. End	Mill and resurface Full Depth
Cook Ct, 38th St to S. End	Mill and resurface Full Depth
Boone Ave, Lacrosse St to Iowa St	Mill and resurface Full Depth
Iowa St, Boone Ave to Groveland Ave	Mill and resurface Full Depth
Oakcrest St, Boone Ave to E. End	Mill and resurface Full Depth
39th St, Groveland Ave to W. End	Mill and resurface Full Depth
38th St, Wyoming Ave to W. End	Mill and resurface Full Depth
Taft Ave, 36th St to S. End	Mill and resurface Full Depth
38th St, Taft Ave to Hubal Ave	Mill and resurface Full Depth
Hubal, 36th St to 38th St	Mill and resurface Full Depth
Blandford Ave, Chicago Dr to Burton St	Mill and resurface Full Depth
Burton St, Burlingame Ave to Blandford Ave	Mill and resurface Full Depth
Hook Ave, 28th St to N. End	Mill and resurface Full Depth
Michael Ave, Burton St to Belfield St	Mill and resurface Full Depth

APPENDIX C: MEETING MINUTES VERIFYING PLAN ACCEPTANCE BY GOVERNING BODY

Staff Report

Date: September 9, 2021

Subjects: Draft City-wide Rebranding Request for Proposals (RFP)

From: John McCarter, Deputy City Manager

Meeting Date: September 13, 2021

RECOMMENDATION:

Discuss and provide feedback on the attached Scope of Services for a City-wide Branding Campaign, which is attached to this Staff Report.

COMMUNITY, SAFETY, STEWARDSHIP:

Community – This project will provide a means for the City to establish an identity which is a key component of creating a cohesive community.

Safety – Effective branding is essential to messaging critical information to stakeholders.

Stewardship – This rebranding project will include an in-depth research component, ensuring that our new brand incorporates the past, present and a vision of where Wyoming is going in the future.

BUDGET IMPACT:

Pricing will be submitted by Consultants in their responses. Based on similar projects in other communities, Staff anticipate this project will cost between $100,000 - $125,000 to complete. This amount would be paid from fund balance.

DISCUSSION:

Staff is seeking feedback from City Council on the attached scope of services for a City-wide Rebranding Campaign. Rebranding has been identified by City Council as a goal for the City Manager over the next year. The scope of services included was completed by Staff utilizing sample RFPs from other municipalities who have completed similar projects.

Below is a tentative timeline for next steps, if City Council agrees to proceed with this project as proposed:

September 2021:	Integrate comments into Scope of Services, finalize RFP and contract
October 2021:	Post RFP for 30 days
November 2021:	Evaluate responses
December 2021:	Award contract
January 2022:	Project Kickoff

SPECIFIC REQUIREMENTS

The scope of services for this solicitation shall include, but is not limited to, the development of a strategic brand and recommendations for funding, developing, and rolling out a sustainable branding campaign. The City of Wyoming requires a professional, experienced consultancy in the conduct, analysis and interpretation of research as well as demonstrated extensive experience with building municipal brands. The main objective is to identify a clear, strong brand identity that represents the varied attributes of the City with variations for business, resident, and visitor recruitment. The scope of this solicitation is not limited to development of a logo or slogan. The City is seeking a Contractor who is able to get to the heart of what our community and organization stands for and "who we are", and then translate that into a usable brand identity and recommend tangible, measurable steps the City should take to implement that brand identity.

1. Task Outline

   A. Quantitative and qualitative research to determine existing attitudes and perceptions of the City of Wyoming as well as opportunities and challenges to enhancing the City's image. This research is meant to inform the development of tasks B-E. Research should include a comprehensive profile of the City's current and potential markets (target audiences) that pulls from existing data sources (Census data, City of Wyoming Master Plan, etc.) and sources developed by the Contractor. The Contractor shall explicitly state how research methodology will incorporate techniques to reach historically disenfranchised communities. This research should not focus solely on current state but should be forward looking in nature, utilizing data to paint a picture of where we as a City are heading. Why are businesses, residents and visitor's choosing – or not choosing – Wyoming, and therefore what should the City's brand convey to these constituencies?

   B. Develop a "brand positioning statement" that provides a clear understanding of what the City stands for at its best. The statement should establish an overarching guide for initiatives and communications when conveying the City's image. The brand statement should incorporate the City's mission statement, Community, Safety, Stewardship. The Contractor shall perform test marketing of the proposed brand message to ensure it is well received, endorsed, supported, and adopted by key public and private stakeholders.

   C. Develop a brand concept, to include message, tagline and logos that are adaptable for use in business, residential and visitor attraction, participation, and retention. The concept shall identify the strengths of Wyoming and distinguish the City of Wyoming from other jurisdictions. The brand shall align target audience perceptions of City of Wyoming with the community's positive realities and promising vision for the future. The brand shall be easily recognizable, marketable, and memorable. The brand shall be applicable to all departments within the City and adaptable to multiple uses (marketing, advertising, etc.), incorporating existing branding from departments with strong identities and building an identity for those that are less established.

   D. The Contractor shall develop a detailed style guide that outlines correct brand usage, to include print and publication specifications and graphic standards, as well as trademark search and registration. The Contractor will provide templates to the City that incorporate the new branding standards (memo template, letterhead, PowerPoint Templates, etc.). Contractor will provide training to City staff upon delivery of these items to teach them how to maintain them going forward.

   E. Recommend specific necessary strategies and elements to deliver the brand message, i.e., printed collateral, social media marketing, online/print advertising, web site design, public relations, special events or others. Include recommendations for priority allocation of limited funds, by target audience and by delivery method. Strategies should include metrics to measure success of the implementation of the new brand concept.

2. Deliverables

   A. Within twelve (12) weeks of contract award, the Contractor shall conduct a quantitative and qualitative research study and provide a draft report on the results of said study. This may be conducted via one-on-one interviews, focus groups, surveys, use of social media or online surveying, or other methodologies recommended by the Contractor, with consideration for the quality, level of detail necessary and inclusion of all stakeholders. The City's social media platforms will be made available to support distribution of materials to support this research. All outreach materials must be provided in both English and Spanish. Contractor will

include source files for all data upon delivery of this item. Staff will provide one (1) round of feedback on the draft report.

- Research shall include at least one (1) public meeting facilitated by the Contractor, at which all citizens and interested stakeholders will have an opportunity to share their viewpoints. Translation services must be made available by the Contractor at this meeting.
- Research shall include individual meetings with the Mayor, Mayor Pro Tem and each Councilmember.
- Research shall include input from City Staff in every department. The City has 14 departments and 357 employees. The Contractor shall recommend the most effective methodology to ensure every employee has an opportunity to meaningfully engage in this process and to collect feedback a representative number of employees.

B. The Contractor shall develop a brand positioning statement that encompasses findings and represents what is best about the City as a place to live, work, and play. Statement elements should consider all three (3) constituencies and identify audiences to which the statement will be most influential. Staff will provide two (2) rounds of revisions to the initial draft statement. The Contractor shall then prepare a presentation on the brand positioning statement and present at a work session of the Wyoming City Council. Feedback given by City Council at the Work Session shall be incorporated in the draft and sent back to City Council for a second round of revisions via email.

C. Based on brand positioning statement and feedback received, the Contractor shall develop a minimum of three (3) design schemes for a brand concept and logo, with two (2) rounds of revisions based on feedback received. Present the concept and logo 1) to an internal staff group and 2) at a work session of the Wyoming City Council. Following both steps 1 and 2, the Contractor shall incorporate feedback to result in one recommended concept and logo as well as related tagline in a final written presentation of brand concept and logo, tagline, and recommendation of specific elements to deliver brand message. The Contractor shall include recommendations for priority allocation of limited funds, by target audience and by delivery method. The City Council may opt to formally adopt the brand and logo, as part of a formal resolution process.

D. Within thirty (30) days of City Council adoption of brand concept and logo, the Contractor shall provide to the City staff with the following:

- Logo, tagline, and additional graphics (including JPG, PNG, TIFF, and workable art file). Contractor will provide the graphics in full color and black and white. Variations may also be included, depending on the approved brand concept and logo.
- Memo templates (including MS Word and workable art file). Contractor will provide a memo template for City-wide use. Variations may be included, depending on the approved brand concept and logo.
- Letterhead templates (including MS Word and workable art file). Contractor will provide a letterhead template for City-wide use. Variations may be included, depending on the approved brand concept and logo.
- PowerPoint Templates (including MS PowerPoint and workable art file). Contractor will provide a PowerPoint template for City-wide use. Variations may be included, depending on the approved brand concept and logo.
- Style guide for brand logo and usage. The Contractor shall provide the style guide in MS Word format for client markup and include, but not be limited to; permissible uses of logo and variations, size, spacing, color and typography; examples of incorrect usage; and trademark registration. The City may request two (2) review rounds of the style guide, if needed. The Contractor shall provide the final guide to the City in Adobe PDF and MSWord format.

E. Within thirty (30) days of City Council adoption of brand concept and logo, the Contractor shall provide to the City staff in written form a report outlining short- and long-term strategic recommendations for maximizing the brand's value to the City. Recommendations should be delineated based on target audiences and shall also take into consideration limited funding, with funding resources and recommendations outlined as relevant. Specific recommendations related to measurement of strategies and tracking of brand's effectiveness should also be included. Marketing recommendation report should be provided to client in PDF and word format.

3. Proposal Format

A. Proposals shall include the following content:

B. Cover letter containing an executive summary that abridges their overall capabilities, capacity, and proposed approach for accomplishing the services specified herein.

C. Table of contents indicating the material included in the Proposal by tab and page number.

D. Detailed response for each task and deliverable described in prior sections.
   - Contractor shall include a total cost per task and deliverable, in addition to the hourly cost breakdowns by staff category and number of hours for each line item included in a task. The Consultant shall include a breakdown of costs for any materials and reimbursable expenses necessary for each task. If the Contractor is recommending additional tasks or deliverables that they feel are necessary to accomplish the objectives of this project that are not included in this RFP, pricing for those tasks or deliverable shall be included in the response as well.
   - Contractor shall explicitly outline any tasks or deliverables that cannot be provided or that the Contractor does not recommend be included in this scope of services with an explanation of why they are not included.

E. Staff experience summary that briefly the qualifications of key staff and subcontractors that will be actively engaged if contract is awarded to the firm. At a minimum including:
   - A list of key personnel proposed to be assigned to perform Work under the Contract, including direct supervisors and key technical personnel, account manager(s) and staff.
   - The name of the proposed contract administrator and a description of his or her experience with similar contracts, including contracts with public sector organizations.
   - The name of the individual who will be responsible for customer service and problem resolution for the Offeror and a description of his or her relevant experience.
   - The key personnel named in an Offeror's Proposal shall remain on the Contract throughout the term of the Contract, with any changes approved by the City.

F. Examples of three (3) similar projects completed for other public entities (preferably municipalities).
   - The Contractor shall submit a listing of relevant contracts that were awarded to and completed by the firm by other jurisdiction or entities for similar work as those contained in this RFP. This referenced contract shall demonstrate applicable skills and experience to successfully complete the scope of work described in this RFP. Listing should include, at a minimum:
     1. Basic information about the organization who awarded the contract (population, location, objectives, etc.)
     2. Samples of deliverables (logos, slogans, style guides, etc.)
     3. Actual cost of the project upon completion (estimates are acceptable only for projects that have not yet been completed)
     4. Project timeline.

G. Client References
   - The Offeror shall provide references for the prime firm, all subcontractors and proposed project manager, of similar size and scope for which the offeror has performed work similar to that required by this RFP. The contact information for each reference shall include name, title, company, email address, phone number and street address. The Contact person listed for each reference shall be someone who has personal knowledge of the offeror's performance during a project or program for that reference.

H. Appendix
   - This section shall include any additional information required by this RFP that is not listed above and any other materials the Contractor feels would be applicable to their response.