



# Developing New Facilities at Road Commissions

**Rusty McClain,  
Assistant General Superintendent  
February 7, 2024**



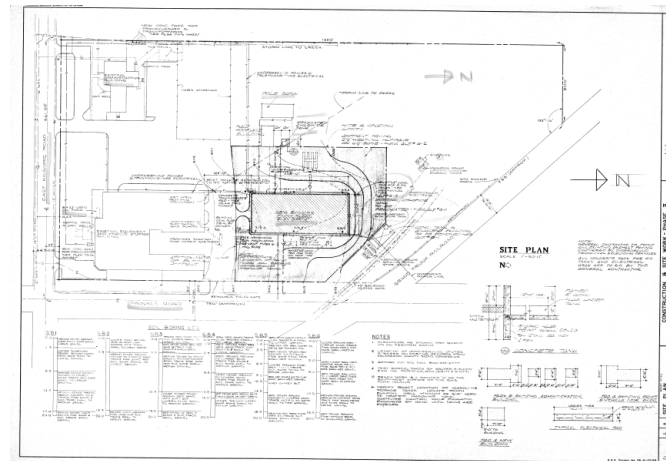
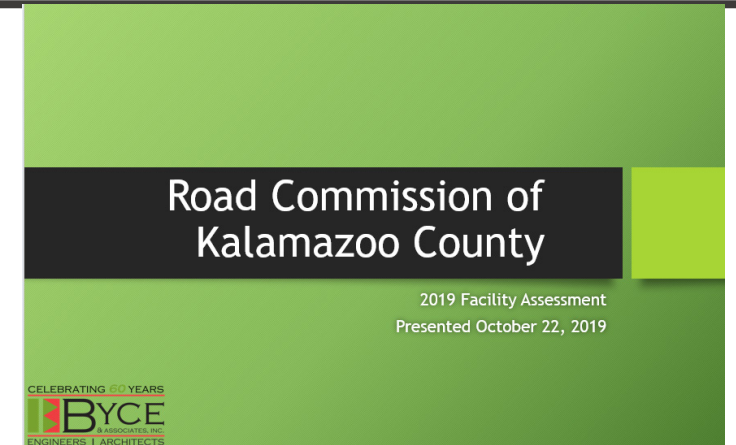
# Where Do You Start?

- **Board and Leadership Support**

- **Renovate/Build New?**
  - **Commit the time to explore**
- **What to do with current facility?**
- **Public Relations – share your story and needs often**
- **How will it be funded?**
- **How will a project be managed?**

- **Consultants – Architect and Construction Management Services?**

- **Request for Proposals**
- **Interview Panel for Selection**



# Where Do You Start?

- **Owners Representative – who?**
  - **What about their day job?**
- **Steering Committee**
  - **Different Departments Represented**
    - **Consultants**
    - **Board - Road Commissioner**
    - **Managing Director**
    - **Operations Director**
    - **Finance Director**
    - **Engineer**
    - **Road Maintenance Operator (RMO)**
    - **Mechanic**
  - **Take tours, visit other Road Commissions and businesses.**
    - **What do you like/dislike, what materials were used, what does the workflow look like, ask about their project issues and wins.**



# Where Do You Start?

## • **Steering Committee**

- **RCKC started with our Core Values.**
  - **Safety** -How and where to improve?
  - **Unity** -How do we bring the organization together?
  - **Stewardship** -How can we further benefit our county?
  - **Innovation** -How to stand out and be creative?
  - **Longevity/Sustainability** -How do we make this successful for those that come after us?
- **The Steering Committee held 40 regular scheduled meetings and spent approximately 140 hours in the planning and design of our facility.**
  - **An additional 20-40 hours were also spent taking tours of other Road Commissions, facilities, designer and consultant agencies. Thank you to all those agencies who took the time to meet with us!**
- **These meetings also continued throughout the construction on an as needed basis or to address particular items.**
- **All decisions and designs were based around these Core Values.**

# Where Do You Start?

- **Our Steering Committee developed the initial size and layout of all buildings and functionality.**
  - **What makes sense from each department?**
  - **How do they need to flow together?**
  - **How do we ensure we are working as one unit and properly collaborating?**
  - **What is our current facility lacking?**
  - **What will our equipment needs be in 50-100 years?**
  - **What can this facility better serve our county in 50-100 years?**
- **When in doubt, refer to your Core Values.**

# Get Your Team Involved

## • Stakeholder Meetings

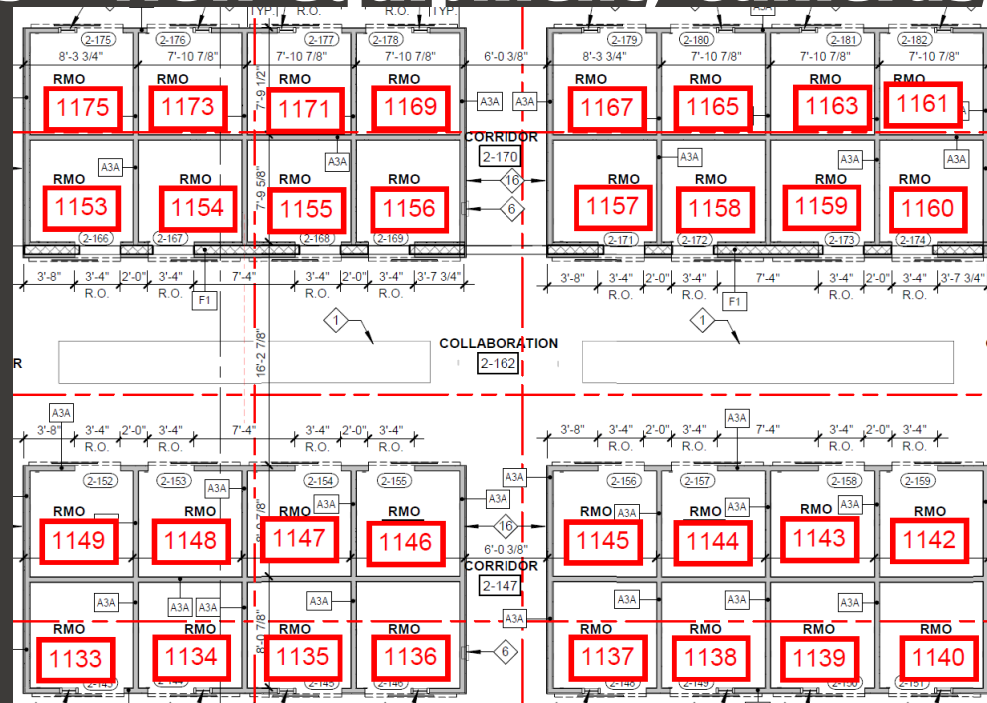
- **Once the Steering Committee created the initial layout of the facilities, we held internal meetings with the entire Team.**
  - **Vital to get more eyes on the project for items we may be missing, as well as gave all RCKC Team the chance to be a part of this 'once in a lifetime' opportunity.**
- **Highlights/Requests from our Stakeholder meetings**
  - **Counterclockwise traffic** – Easier to maneuver a tractor-trailer/Known direction of travel.
  - **Snowmelt loops for overhead doors** – Protecting doors/equipment.
  - **Equipment training area** – Proper space to train safely on specialty equipment.
  - **Separating public and office space** - Secured office/parking area for those working after-hours.
  - **Ice machine/water jug fill station.**
  - **“Traffic Control Room”** – Dedicated space with 10 monitors used to review traffic signals/intersections.
  - **Large workspace for reviewing Engineering plans and maps.**
- **Approximately 18 stakeholder meetings were held for a total of 120 hours.**
- **These meetings also continued throughout the construction for updates.**

# So, Where did we land?

- **Total Estimated Cost - \$65,279,102**
- **Building Sizes (sq. ft.)**
  - **Office – 33,400**
  - **Vehicle Storage Building – 109,288 (2.28 football fields)**
  - **Vehicle Maintenance Building – 39,998**
  - **Salt/Sand Building – 50,400**
  - **Cold Storage – 19,441**
  - **Vehicle Wash/Storage Building – 19,270**
- **Current facility sold prior to full marketing in 10 days for \$3.8 million – negotiated agreement to stay in facility until completed target date of May of 2024 rent free. Added \$ for the current furniture to be included.**
- **RCKC only has one facility.**

# Use This to Recruit and Retain

- How can your **NEW** facility aid with recruitment and retention?
  - Amenities – Fitness room, break room, coffee bars, living room spaces, green space, etc.
  - Offices – Every RCKC Team member has their own space
    - Tools – New equipment, Cameras, etc.





# Bring In Technology

- **Plan for the future.** What technology are you in need of now and through the next 50+ Years?



Automated Wash



Water Cannons



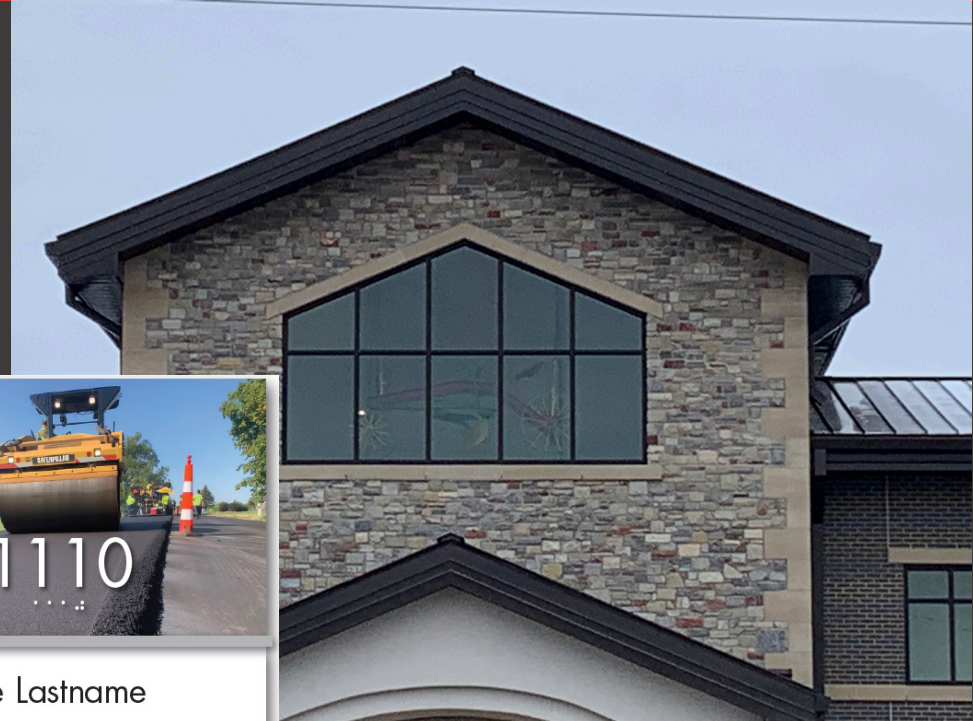
Truck Scale



# Make Your Building Interesting

- **Road Themed**

- **Township names for hallways**
- **Lakes for conference room names**
- **Guardrail to separate areas**
- **Use of historic equipment**



Firstname Lastname  
Position or Title

GULL LAKE  
BOARD ROOM  
#000 000



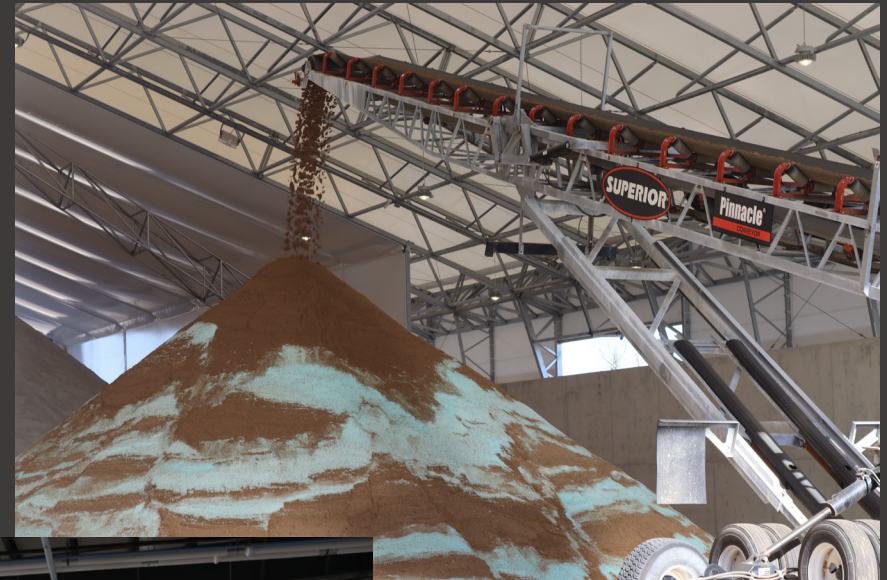
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# Make Your Buildings Interesting



# Make Your Buildings Interesting



# Plan For the Future



**Give yourself  
plenty of storage.  
It's ok to have  
empty areas and  
parking spots.  
You WILL fill  
them...**

# You've Broken Ground, Now What?

- **STAY INVOLVED IN YOUR BUILD! Owners representatives are priceless!**
- **Work hand-in-hand with your consultants during daily operations of your build.**
  - **Are we on schedule?**
  - **Are we on budget?**
  - **What questions need answered TODAY?**
  - **Is the work acceptable to you, and your organizations' standards?**
- **These conversations shouldn't wait for the once a week/every other week Owner, Architect, and Contractor (OAC) meetings. Doing so, the "little things" may be missed, causing loss of time and money.**
- **Details, details, details**
- **Document it!**



# You've Broken Ground, Now What?

- **Keep your Board and Team updated often**
- **Construction management monthly detailed updates are valuable!**
- **Construction management minutes very important.**

Walbridge Aldinger LLC Owner/Architect/Contractor 210164 - New Road Commission Complex - 26th Street Thursday, January 4, 2024 08:00 AM					
Meeting ID 00047		Subject OAC Meeting			
Location RCKC Board Meeting Room					
Attendees					
Attendee Name	Company	Optional	Attendee Name	Company	Optional
X Bill Zaskie	Fishbeck		X Paul Zieba	Internal Project Team	
X Jeff Chick	Fishbeck		X Zachary Turner	Internal Project Team	
X Chad McDaniel	Internal Project Team		Cindy Janes	Fishbeck	
X Lee Fitzgerald	Internal Project Team		David Wunderlin	Internal Project Team	
X Ann Simmons	Road Commission of Kalamazoo County		Paul McGuire	Internal Project Team	
X Joanna Johnson	Road Commission of Kalamazoo County		Terri Hall	Internal Project Team	X
X Rusty McClain	Road Commission of Kalamazoo County		Travis Bartholomew	Road Commission of Kalamazoo County	
Meeting Agenda					
Item ID	Description	Responsibility	Due Date		
Safety Moment					
00002-001	Safety Moment	Internal Project Team			
Open					
	04-Jan-2024	Week of January 1st, 2024			
	<p>The New Year offers us an opportunity to reset and refocus. Thank you for your safety efforts this past year. This is our opportunity to set weekly or monthly personal goals that pertain specifically to safety. It could be as simple as letting those around you know that you appreciate them working safely. Here's to a great 2024. Happy New Year!</p> <p>Safety Metrics:</p> <ul style="list-style-type: none"> <li>- Site Safety Orientations to date: 769</li> <li>- Total Work-hours this month: 326</li> <li>- Total project work-hours to date: 193,564</li> <li>- Total incidents/injuries to date: 3 (property damage/theft) 2 (first aid) 4(near miss)</li> </ul>				
Contractual Requirement					
00002-003	Procurement	Internal Project Team			



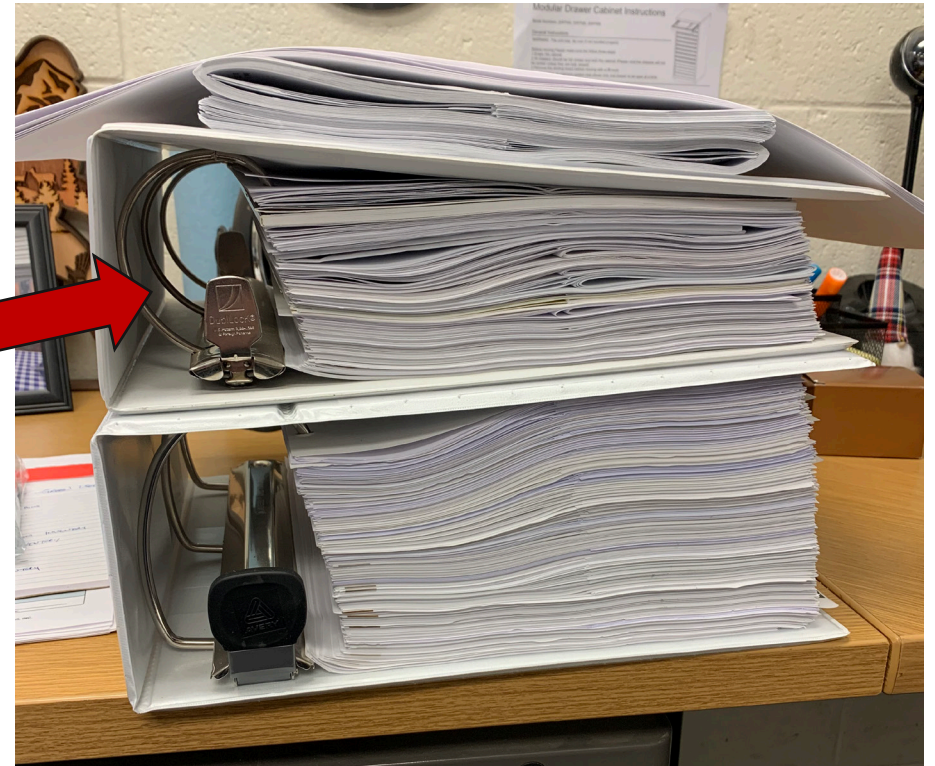
# What Were Our Struggles?

- **Change Orders**

- **Plans change, stay on top of your change orders and monitor your plans and build sheets.**
- **Items and details will be missed on your plans.**
  - **What was the original plan?**
  - **Where and who has the answer?**
  - **Keep notes from your meetings, you will need them.**

- **Remembering to take photos**

- **Take pictures of materials, furniture, paints. You will need to reference them later, especially in the event of a change order.**





# What Were Our Struggles?



- **Timelines**
  - **Lead times vary from item to item. Materials might not show up on time. Ensure you place your orders sooner than later and your construction manager is key here!**
- **Operations leading up to the move**
  - **How and when to make the move while maintaining services to the community.**
    - **Phone lines, traffic signal fiber connections, etc.**
  - **Can you gain occupancy of certain areas/buildings before turnover?**
  - **Do you attempt to use aggregate inventory or move them?**

# Don't Push The Easy Button

**These are public funds, ask questions and respectfully don't take no for an answer. Make your expectations clear and ask your consultants to work for you. However, some things may need to be worked through internally. Push the boundaries, be innovative, and make it work.**

**Respond timely to  
keep decisions moving!**

**Underground ducts for  
Winter Operations**



**No flat roofs at RCKC**



**Liquid spray boom  
for treating  
sand/salt**

# Keep Your Team Involved



## • Stakeholders

- **How do you keep your Team involved in such a large build? Get them onsite!**
  - **What areas interest them?**
  - **What are they asking questions about?**
  - **Ask for feedback...**
  - **What are we missing?**
  - **What needs changed?**
  - **What makes sense?**

# Follow Through With Input

**To date, all Stakeholder wants, needs, and wish list items have been considered and many implemented. Keep your Team involved with regular visits to the site and let them see their input in action.**



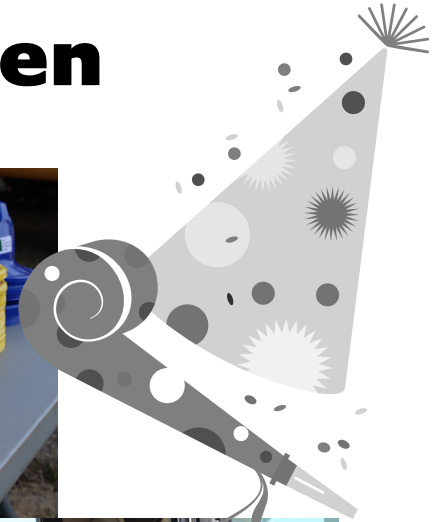
# Plan well in advance for your move.

- **Do you need to update records, inventory, scanning of files, etc.**
- **Plan ahead for auctions and/or disposals.**
- **Start your lists of who to notify for address changes.**
- **Now is the time to purge those dusty shelves. You have more than you think, I promise.**



# Time To Celebrate!

- **Plan for an internal celebration and open house.**



# Key Takeaways

Continuously inspect what you expect for your building; just as you would for your personal home.

Speak up. Don't wait until its too late.

Push the limits of what you're being told it is impossible.

"Paper builds buildings" – Keep all your documents.

Keep your Team involved in the process.

Give plenty of time to plan your move.

Consolidate and/or reorganize inventory and records.

Don't forget to celebrate all the hard work.

Thank everyone who made it possible!





**MARK YOUR CALENDAR**

**4:00pm-7:00pm**

**March 21st**

**4400 South 26th Street**

**YOU'RE INVITED TO ATTEND A PUBLIC OPEN HOUSE FOR THE  
ROAD COMMISSION OF KALAMAZOO COUNTY NEW COMPLEX**



# Connect With Us

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