

The Board Retreat of the Board of Calhoun County Road Commissioners was held on Saturday, March 6, 2010 at 9:00 a.m. in their office located at 13300 Fifteen Mile Road, Marshall, Michigan.

PRESENT: Commissioner Scott Brown, Chairman
Commissioner Hugh Coward, Vice Chairman
Commissioner Charles Monaweck, Member
Commissioner Eric Tobin, Member, Member
Commissioner Christopher Vreeland, Member

ALSO PRESENT: Kevin Henning, Managing Director
Pixie Coats, Board Clerk
Mary Jo Crumpton, Deputy Board Clerk

Chairman Scott Brown called the Board Retreat of the Board of Calhoun County Road Commissioners to order at 9:00 a.m.

BOARD POLICIES - CURRENT

Board members received the current policy book and each policy was reviewed for relevance and appropriate action. Chairman Brown noted that most would need to be reformatted and renumbered for consistency.

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to direct CCRC staff to REFORMAT and RENUMBER the Board Policies upon final action. Voice vote: Motion carried.

Managerial Policy of April 9, 1974: Payment of vacation/sick leave days upon retirement or termination of employment

Motion made by Commissioner Vreeland and supported by Commissioner Tobin to RESCIND the Managerial Policy of April 9, 1974 "Payment of vacation/sick leave days upon retirement or termination of employment". Voice vote: Motion carried.

Policy #1: Equal Employment Opportunity Policy

Motion made by Commissioner Tobin and supported by Commissioner Monaweck to AMEND Policy #1: "Equal Employment Opportunity" as proposed to include Title VI language. Voice vote: Motion carried.

Policy #2: Division between maintenance and construction for replacement of drainage structures on local roads

Motion made by Commissioner Tobin and supported by Commissioner Coward to RESCIND Policy #2: "Division between maintenance and construction for replacement of drainage structures on local roads". Voice vote: Motion carried.

Policy #3: Replacement of trees on primary road projects

Motion made by Commissioner Vreeland and supported by Commissioner Tobin to RESCIND Policy #3: "Replacement of trees on primary road projects". Voice vote: Motion carried.

Policy #5: Placement of traffic control signs and devices

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to AMEND Policy #5: "Placement of traffic control signs and devices" as proposed. Voice vote: Motion carried.

Policy #8: Requirement for installation of Monument Boxes

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #8: "Requirement for installation of Monument Boxes". Voice vote: Motion carried.

Policy #9: Guidelines as to when a Department of Natural Resources Permit should be applied for before placing or replacing road culverts

Motion made by Commissioner Vreeland and supported by Commissioner Coward to RESCIND Policy #9: "Guidelines as to when a Department of Natural Resources Permit should be applied for before placing or replacing road culverts". Voice vote: Motion carried.

Policy #10: Guard rail on Local and Primary Roads

Motion made by Commissioner Vreeland and supported by Commissioner Tobin to RESCIND Policy #10: "Guard rail on Local and Primary Roads". Voice vote: Motion carried.

Policy #12: Right-of-way acquisition procedures on Federal Aid Routes (Procedures do not apply to grading Permits) – NO CHANGE.

Policy #17: Installation of driveway culverts during construction and maintenance of roads - Currently UNDER REVIEW by the Permit Department. It was recommended that the policy include language for exception to the driveway culvert requirement on a case-by-case basis. This could be based on the onsite inspection and could include a waiver stating that a culvert may be required at a later date, at the property owner's expense. An amendment to this policy will be brought back to the Board for further action.

Policy #21: Applicants who are employed will be treated without regard to race, religion, sex, color, or national origin – REPLACED by Policy #1.

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #21: "Applicants who are employed will be treated without regard to race, religion, sex, color or national origin". Voice vote: Motion carried.

Policy #25: Change in existing county road grade or alignment by private individual or corporation

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #25: "Change in existing county road grade or alignment by private individual or corporation". Voice vote: Motion carried.

Policy #29: Travel

Motion made by Commissioner Vreeland and supported by Commissioner Coward to AMEND Policy #29: "Travel" as proposed. Voice vote: Motion carried.

Policy #30: Emergency snow storms

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #30: "Emergency snow storms". Voice vote: Motion carried.

Policy #32: Signing control at intersections of county roads and city streets

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #32: "Signing control at intersections of county roads and city streets". Voice vote: Motion carried.

Policy #34: Rescind policy statement #6

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #34: "Rescind policy statement no. 6". Voice vote: Motion carried.

Policy #35: Winter construction- **NO CHANGE.**

Policy #37: Advance deposit for driveway culverts

Motion made by Commissioner Vreeland and supported by Commissioner Coward to RESCIND Policy #37: "Advance deposit for driveway culverts". Voice vote: Motion carried.

Policy #38: Borrowing of road materials

Motion made by Commissioner Vreeland and supported by Commissioner Tobin to RESCIND Policy #38: "Borrowing of road materials". Voice vote: Motion carried.

Policy #39: Vacation or absence policy – office employees

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #39: "Vacation or absence policy – office employees". Voice vote: Motion carried.

Policy #40: Inventory control, Account #120 – parts, tires, gas, etc.

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #40: "Inventory control, Account #120- parts, tires, gas, etc." Voice vote: Motion carried.

Policy #42: Use of Road Commission Owned Vehicles

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to AMEND Policy #42: "Use of Road Commission Owned Vehicles" as proposed. Voice vote: Motion carried.

Policy #43: Paving of a short distance of a local gravel or street in front of property owner's residence or place of business

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #43: "Paving of a short distance of a local gravel or street in front of property owners' residence or place of business". Voice vote: Motion carried.

Policy #44: Employee/Retiree Recognition Policy - **NO CHANGE.**

Policy #46: Installation of requested signs - **NO CHANGE.**

Policy #48: MISS DIG must be notified when sign posts are installed by CCRC

Motion made by Commissioner Vreeland and supported by Commissioner Tobin to RESCIND Policy #48: "MISS DIG must be notified when sign posts are installed by the Calhoun County Road Commission". Voice vote: Motion carried.

Policy #49: Equipment rental credits

Motion made by Commissioner Coward and supported by Commissioner Vreeland to RESCIND Policy #49: "Equipment rental credits". Voice vote: Motion carried.

Policy #50: Guidelines for the cutting of brush

Motion made by Commissioner Vreeland and supported by Commissioner Monaweck to RESCIND Policy #50: "Guidelines for the cutting of brush". Voice vote: Motion carried.

Policy #51: Worker's Compensation Policy - **NO CHANGE.**

Policy #52: Career Development and In-Service Training Policy - **NO CHANGE.**

Policy #54: Harassment Policy - **NO CHANGE.**

Policy #55A: Inspection procedures and charges to governmental units – **Update the minimum limits of liability. An amendment of this policy will be brought back to the Board for further action.**

Policy #56: Leave of absence for non-union personnel

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #56: "Leave of absence for non-union personnel". Voice vote: Motion carried.

Policy #58: Designation of financial responsibility for street name signs

Motion made by Commissioner Vreeland and supported by Commissioner Tobin to RESCIND Policy #58: "Designation of financial responsibility for street name signs". Voice vote: Motion carried.

Policy #59: Invoices

Motion made by Commissioner Vreeland and supported by Commissioner Tobin to RESCIND Policy #59: "Invoices". Voice vote: Motion carried.

Policy #60: Procedure for Issuing Purchase Orders

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #60: "Procedure for Issuing Purchase Orders". Voice vote: Motion carried.

Policy #61: Purchasing - **NO CHANGE.**

Policy #63: Tobacco Policy

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to AMEND Policy #63: "Tobacco Policy" as proposed. Voice vote: Motion carried.

Policy #64: Family and Medical Leave Policy - **NO CHANGE.**

Policy #65: County drain improvements - **NO CHANGE.**

Policy #66: Employee assistance program – program description policies and procedures

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to AMEND Policy #66: "Employee assistance program – program description policies and procedures" as written. Voice vote: Motion carried.

Policy #67: Drug-Free/Alcohol-free work place policy statement – **Staff were directed to check with legal counsel to ensure the policy is not in conflict with the Collective Bargaining Agreements.**

Motion made by Commissioner Tobin and supported by Commissioner Monaweck to AMEND Policy #67: "Drug-Free/Alcohol-free work place policy statement" as proposed. Voice vote: Motion carried.

Policy #71: Surfacing of streets in platted subdivisions proposed to be dedicated to CCRC

Motion made by Commissioner Vreeland and supported by Commissioner Coward to RESCIND Policy #71: "Surfacing of streets in platted subdivisions proposed to be dedicated to the Calhoun County Road Commission". Voice vote: Motion carried.

Policy #72: Credit Cards & Fuel Cards - **NO CHANGE.**

Policy #73: Maintenance on private roads

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #73: "Maintenance on private roads". Voice vote: Motion carried.

Policy #74: Road closures for traffic emergencies - **NO CHANGE.**

Policy #76: Gravel Road Maintenance

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #76: "Gravel Road Maintenance". Voice vote: Motion carried.

Policy #77: Uncollectible invoices – accounts receivable – **Staff were directed to check with legal counsel regarding the necessity of this policy for debt collection in small claims court. This policy will be brought back to the Board for further action.**

Policy #78: Investment policy - **NO CHANGE.**

Policy #79: Local road cost sharing program - **NO CHANGE.**

Policy #80: Electronic, internet and communication policy – **Discussion took place on including language prohibiting altering hardware and downloading third-party software. Commissioner Vreeland offered to provide a copy of Calhoun County's policy for review. This policy will be brought back to the Board for further action.**

Policy #81: Standard Procedure for Remonumenting Land Section Corners in Hard Surface Roads

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #81: "Standard Procedure for Remonumenting Land Section Corners in Hard Surface Roads". Voice vote: Motion carried.

Policy #82: Use of County vehicles for towing or wrecker services

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #82: "Use of County vehicles for towing or wrecker services". Voice vote: Motion carried.

Policy #84: Tree Removal in Road Commission Right-of-Way

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #84: "Tree Removal in Road Commission Right-of-Way". Voice vote: Motion carried.

Policy #85: Violation of Vehicle Code Policy

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #85: "Violation of Vehicle Code Policy". Voice vote: Motion carried.

Policy #86: Eye Protection Policy

Motion made by Commissioner Tobin and supported by Commissioner Vreeland to RESCIND Policy #86: "Eye Protection Policy". Voice vote: Motion carried.

Policy #87: Returned Check Policy – **Increase the handling fee from \$25 to \$40 or the maximum allowed by law.**

Motion made by Commissioner Vreeland and supported by Commissioner Monaweck to AMEND Policy #87: "Returned Check Policy" as stated above. Voice vote: Motion carried.

Policy #88: Property Sale Policy – **Specify property as "real" property throughout the policy. This policy will be brought back to the Board for further action.**

Policy #89: Unauthorized Release of Information - **NO CHANGE.**

Policy #90: Title VI – **Policy language was included in Policy #1.**

Motion made by Commissioner Vreeland and supported by Commissioner Tobin to RESCIND Policy #90: "Title VI". Voice vote: Motion carried.

Policy #92: Privacy Practice - **NO CHANGE.**

Policy #93: Social Security Number Privacy Policy - **NO CHANGE.**

Policy #94: Personal Use of Audio Equipment and Cellular Telephones

Motion made by Commissioner Tobin and supported by Commissioner Coward to RESCIND Policy #94: "Personal Use of Audio Equipment and Cellular Telephones" and ADOPT Policy #94: "Use of Cellular Telephones" as proposed. Voice vote: Motion carried.

Policy #95: Violence in the Workplace Prevention Policy - **NO CHANGE.**

Policy #97: Proper Installation of Mailboxes Along County Roads - **Currently UNDER REVIEW by the Permit Department. It was recommended that the last heading be changed to "Mailboxes Damaged by CCRC Equipment" and include language that mailboxes damaged by the force of snow while plowing will not be repaired or replaced. An amendment to this policy will be brought back to the Board for further action.**

Policy #98: Retiree Health Insurance Program - **NO CHANGE.**

BOARD POLICIES - NEW

Board members reviewed a list of new and/or recommended policies for further action. Staff were directed to create policies and/or verify the need for policies on the following subjects for Board review at a future meeting:

❖ **Accounts Payable:** Payment made prior to Board approval.

- ❖ **Local Road Program:** Cost sharing, surface treatments with life expectancy
- ❖ **Freedom of Information Act (FOIA):** Policy stating that CCRC complies with the Freedom of Information Act for all requests for information.
- ❖ **Fee Schedule:** Determined by Board annually.
- ❖ **Electronic Transactions:** Board authorization.
- ❖ **Board Meeting Attendance via Remote Access**
- ❖ **Prohibition of Unlawful Retaliation in the Workplace:** Staff were directed to check if the law mandates a Board policy.
- ❖ **Hiring Procedures:** Board authorization to Managing Director.
- ❖ **Personnel Files:** Staff were directed to check with legal counsel.
- ❖ **COBRA:** Staff were directed to check if the law mandates a Board policy.
- ❖ **Fraud:** Staff were directed to check with legal counsel.
- ❖ **CCRC Staff Prohibited from Borrowing CCRC property (e.g., chain saws, trailers):** With the exception of other local units of government or nonprofit/charitable use.
- ❖ **Right-of-Way:** Define the permit requirements or prohibition of items in CCRC's right-of-way to include placement of monument boxes, landscaping, trees and other plantings, memorials, fences, mailboxes, utilities, etc.
- ❖ **Responsible Contracting**
- ❖ **General Policy that CCRC complies with all laws**

FIVE YEAR PLAN

Mr. Henning provided a PowerPoint presentation on the following:

- ❖ **Funding:** A graph depicting MTF funding from 1997 -2014 estimates a decrease in funding of approximately 1% per year over the next five years.
- ❖ **Services:** A breakdown of current services provided by CCRC and those services that are subcontracted was provided for State Trunklines and the County Road System.
- ❖ **Customer Services:** Includes the Service Request System, Thank You Post Cards, Supervisor Follow-up, Auto Voice Attendant, Integrated Voice Mail, Website, Quarterly Newsletter, Quarterly Guest Editorial or Letter to Editor, Township Meetings, Service Clubs, etc.
- ❖ **Changes in Service:** Discussion took place on increasing our outreach efforts, as well as providing more current and consistent information with the addition of social media outlets such as Facebook, Twitter, Blogs, etc. Board members also suggested that CCRC's website be given a "facelift", as well as expanded to include more topics of information.

Board members reviewed the current levels of service and discussed potential reductions as follows:

Winter Maintenance: Material placement on primary roads - hills, curves, and intersections only when snow is less than 4".

Summer Maintenance: Questions posed included: When do we stop patching roads rated 1 or 2? Should mowing be decreased to once per season?

Board members requested more information on costs for services provided.

- ❖ **Recently Decreased Services 2005-2009:** Mr. Henning noted the reduction in services that have already taken place over the past five years:

Salt/sand mix used on local roads – hills, curves, and intersections only.

One free mile of reg gravel in every township was eliminated and spot graveling is provided as needed.

In 2008, brine treatments were reduced from two to one per year.

Decrease in sealcoat operations.

- ❖ **Other Cost Savings 2005-2009:** SEIU employees, management, and retirees pay 10% of the insurance premium; Administrative staff has been reduced by four full time positions; Reduced our cash outlay by decreasing open accounts payable.
- ❖ **Staffing:** A graph depicting staffing levels from 1997-2014 shows a steady decline in staff, with current staffing levels being maintained over the next five years. Commissioner Monaweck asked about the five seasonal employees that were hired for winter maintenance. Mr. Henning responded that he plans to hire three of them, since we will have three open positions by the end of April.
- ❖ **Changes in Staffing:** The plan is to have a Professional Engineer on staff by 2011. Maintain current level and utilize temporary employees.
- ❖ **Equipment:** Mr. Henning provided an equipment analysis including counts, purchase cost, depreciation, book value, and percent of book value. He noted that we have a total of 412 pieces of equipment and would like to sell or scrap any equipment not being used, as well as have them removed from our insurance. Further review indicates that 93% of our equipment has been depreciated.
- ❖ **Current Debt Financing:** Normally, this reflects equipment purchases, but during the period of 2003-2006 it was used to pay the bills.
- ❖ **Proposed Debt Financing:** Mr. Henning explained that we are looking at purchasing equipment with \$1.5 million available through the American Recovery and Reinvestment Act bonds from the County. It was noted that bonding levels are still lower than the 2003-2006 debt levels.
- ❖ **Five Year Plan:** Mr. Henning stated that every road in our county needs a plan and provided a preventative maintenance/rehabilitation analysis for both primary and local roads. The total cost to rehabilitate all roads in the county is in excess of \$86 million - \$32 million for primary and \$54

million for local road improvements. Further analysis was provided on the cost for preventative maintenance and/or rehabilitation based on the PASER ratings. Mr. Henning noted that in 2009, CCRC spent over \$2.5 million on patching operations alone. Information was also provided on the construction costs for sealcoating, HMA, regrading, and brine applications for the period 2009-2013.

❖ **2010 Projects:** Increase non MTF Sources through Federal Aid Projects. The following projects are planned for 2010: Verona Road from 12 to 15 Mile Road; 6 ½ Mile Road from B Drive North to Christian; N Drive North from 15 to 16 Mile Road; 11 Mile Road from Wheatfield Parkway to Verona Road; and the 22 Mile Road Bridge over the St. Joseph River.

❖ **Planning Cost Estimates:** Spreadsheets were provided comparing preventative maintenance and rehabilitation costs based on PASER ratings.

Board members discussed the presentation and agreed that to be proactive, we should try to salvage the good roads, since there is not enough funding available to reconstruct the roads rated 1 and 2.

Mr. Henning stated that we have begun gravel patching roads that are severely deteriorated to make them sustainable for safe travel. Discussion took place on starting deconstruction operations on the worst primary roads in the county.

Board members agreed that they would like more specific information on what is planned for 2010 so that this information can be provided to the public. Therefore, Mr. Henning was directed to provide a list of roads and information on the costs associated with:

- Preventative maintenance/rehabilitation efforts
- Deconstruction
- Gravel road maintenance
- Gravel patching

The meeting adjourned at 3:48 p.m.

Submitted by:

Mary Jo Crumpton, Deputy Board Clerk

Scott A. Brown, Chairman