



AGENDA

Eau Claire County Highway Committee
Thursday February 15th, 2018 / 6:15 am
Eau Claire County Highway Department - Room 101
2000 Spooner Avenue, Altoona, WI 54720

1. Call the meeting to order.
2. Confirmation of meeting notice
3. Approval of past committee meeting minutes (2/1)
4. Public comment
5. WCHA Succession Planning Final Report – Discussion
6. Asset Management – Discussion
7. Highway Commissioner report
 - Highway maintenance and construction updates
8. Payment vouchers (2/2, 2/9)
9. Future meeting dates, times, and agenda items
10. Adjourn.

* the Committee may hear comments from the public for up to 30 minutes; not more than 5 minutes/person is allowed; this period is not considered a public hearing.

cc: Members, Media, Kathryn Schauf, Keith Zehms, Jon Johnson, Rod Thorson, Brian Spilde

Please note: Upon reasonable notice, efforts will be made to accommodate the need of disabled individuals through sign language interpreters or other auxiliary aids. For additional information or to request the service, contact the County ADA Coordinator at 839-4710, 839-1669 (FAX) or 839-4735 (TDD) or by writing to the ADA Coordinator, Human Resources Department, Eau Claire County Courthouse, 721 Oxford Avenue, Eau Claire, WI 54703.



MINUTES

Eau Claire County • Committee on Highway
Thursday, February 1st, 2018 / 6:15 am

Highway Department Meeting Room 101 • 2000 Spooner Avenue, Altoona, WI 54720

Members Present: Chairman Ray Henning, Vice Chairman Steve Chilson, Supervisor Kathy Clark, Supervisor Katy Forsythe, Supervisor Carl Anton
Staff Present: Highway Commissioner Jon Johnson, Operations Manager Brian Spilde, Accountant Michael Donaldson, Engineer Rod Thorson

1. Call meeting to order

Chairman Henning called the meeting to order at 6:18 a.m.

2. Confirmation of meeting notice - Review

Meeting notice confirmed.

3. Past committee meeting minutes (12/7) - Review/Action

Motion: Supervisor Forsythe moved for approval. Motion Approved 5-0

4. Public comment – No public comment

5. New technology in vehicles and how it effects road painting:

At a highway conference in Madison this topic was presented. In summary, some of the key items included:

- Vehicles have 5 different level of assistance with most vehicles classified as a level 2 with lane assist. Level 3 & 4 include steering wheel assist with Level 5 being completely autonomous.
- Vehicle assistance not only uses the road painting but slope of the road as well. Continued improvements are needed concerning temporarily barriers and construction zones.
- Currently Eau Claire highway trucks utilize front and rear cameras for assistance
- Laws and legislature will need to be looked at in the future concerning liability in driver assisted accidents. Amendments of current laws needed to allow auto manufactures to continue to increase this technology.
- At this time and the near future, the effect on road construction to the highway department is minimal.

6. Highway Commissioner report

Highway maintenance and construction update

Highway Commissioner Jon Johnson spoke on the following:

- Map of 2018 Road and Bridge improvement project was handed out. With the decreasing funding in this area, it limits the amount of projects that can be scheduled in the year.
- Meeting with County Administrator to discuss PASER ratings of the county roads
- Committee members addressed concerns of CTH T north of Eau Claire and the level of service. Highway department will look into the traffic count on this stretch and how it's being maintained in the winter.
- Eau Claire county highway department was chosen for National Road Safety project which funds local road safety. If eligible it allows for federal program and funds.
- Salt Brine training event held yesterday at expo center.

Operations Manager Brian Spilde spoke on the following:

- 2018 Summer Maintenance and Capital projects schedule has been completed.

Updated PASER ratings from fall 2017

Highway Engineer Rod Thorson went over a draft of the fall 2017 PACER ratings which were due on February 1st of 2018

- ❖ Supervisor Clark suggested updating the rating map to be color coded by current ratings

Eau Claire's average is a 5.4 which has increased each of the last 8 years. When a road has an overlay completed, it generally increases the rating to a 9, reconstruction of a road increases it to a 10. The last couple years, roads with a 3 to 4 rating were focused on for improvement which increases the PASER rating the most. These ratings are performed every 2 years. Uses of warm mix instead of cold mix and stabilization improvements have decreased cracks in asphalt. Spoke on Perpetual Pavement in which the structure stays intact and a mill and fill is performed.

- ❖ The Highway Committee as a whole agreed that an overall PASER rating of 6 would be a suitable goal.

Legislative AB475, SB386, and AB697 – Discussion

Current draft of AB475 & SB3896 is to county board concerning the lighting requirements for animal drawn vehicles operating on highways. Commissioner Johnson testified at a public hearing in Madison concerning AB 697 which concerns damage to highway maintenance and improvement projects by animal drawn vehicles. The bill was supported and now is being presented to the state senate.

DOT Property Appraisal Update

Commissioner Johnson is meeting with DOT transportation planning today to discuss transition off possible land purchase. Next steps include zoning in the town and city.

How on-call works with the Highway Department operations staff

Operations management and leads rotate on call status from Thursday at the end of the day to Thursday next week. They receive \$40 on call pay for Friday, Saturday, and Sunday. Called in employees receive their manual rate.

- Vice Chairman Chilson left the meeting

7. Payment vouchers (1/5, 1/12, 1/26)

Vouchers were reviewed

8. Future meeting dates, times and agenda items

Future Meetings:

- Thursday, February 15th

Future Agenda Items:

- Asset Management

9. Adjourned at 8:05 a.m.

Respectfully submitted,

Michael Donaldson

Michael Donaldson
Eau Claire Highway Department

WCHA Succession Planning Report

November 20, 2017

Background

On December 6, 2016 the Wisconsin County Highway Association (WCHA) Board of Directors officially formed an ad hoc committee that was charged with developing a Succession plan for WCHA. Member of that Committee include:

Allison Bussler, Waukesha County

Emmer Shields, Ashland County

Brian Fields, Dodge County

Nathan Check, Portage County

Dave Ostness, St. Croix County

Larry Jepson, Polk County

Dean Steingraber, Outagamie County

Brian Kelley, Chippewa County

Don Grande, Price County

Dennis Weiss, Juneau

The WCHA Board directed the committee to develop a short-term and long term succession plan to present to the WCHA Board for their consideration.

The Committee met on five occasions, conducted research on succession planning best practices, interviewed various stakeholders and researched various organizational structures for associations. The Committee reached consensus on a number of recommendations including best practices that should be implemented as soon as possible, a short term succession plan, a long-term succession plan and suggestions on how to grow from our current situation to the final recommendation on an association organizational model.

Recommendations Part 1

The Committee believes the following recommendations should be undertaken as soon as is practicably possible. We believe these recommendations will start the path of improved succession planning, help ensure business continuity and modernize current business practices.

- Extend the termination notification clause in our current contract with DJ Fedderly Management Consultant LLC from 60 days to 6 months. This timeframe would be more appropriate to allow for an adequate search and screen process. In addition, it would allow for adequate time to prepare and transition for the next Road School.
- Create an electronic filing system that can be accessed by Association officers and contract staff. WCHA should research systems such as google docs and other systems to determine the most appropriate fit for the WCHA. The Association should require that all contracts, conference planning documents, bylaws, constitution, position papers, etc. are saved to insure multiple Association members can easily access these documents. Currently, most of the conference planning documents are stored at Gary Kennedy's residence. Other documents are saved on various individual computers. The creation of this system will allow for permanent and secure record retention and continuity after any personnel changes.
- Any changes to the Association's official documents that will be reviewed and adopted should track changes to clearly communicate to the membership what those changes are and when they occurred. The tracked changes will add clarification to the proposed changes and allow for a more efficient review by the membership.
- Conference registration forms should be modernized and registrants should be able to conduct registration and payment online. The online registration will allow for less administrative time in both the application process and registration management.

Recommendations Part 2- Short-term Succession Plan

Currently, the contract with DJ Fedderly Management Consultant LLC ensures that if for some reason Gary Kennedy would no longer be available to organize WCHA meetings and conferences, that Dan Fedderly has agreed to provide those services (perhaps through another subcontractor). However, if for some reason Dan Fedderly is unable to fulfill his duties as Executive Director, it is not clear what the succession plan would be. The Committee recommends that on a temporary basis Gary Kennedy fill that role while the Association undertakes a recruiting process for the next Executive Director. Contract dollars that would otherwise compensate Dan Fedderly could be temporarily reallocated to Gary Kennedy while he acts as the WCHA Executive Director.

If for some reason both Dan Fedderly and Gary Kennedy would be unable to fulfill the current contract with DJ Fedderly Management Consultant LLC, the Association should enact the planned outlined in appendix A.

Recommendation Part 3- Long-Term Succession planning/Organizational Model

In 2016, WCHA solicited membership feedback by hosting a number of focus groups of both Commissioners and elected officials. The focused groups indicated WCHA was doing many things well. However, there was an expressed desire for more service in a number of areas such as training, lobbying, and communication. Members of the WCHA Succession Planning Committee recommend that the WCHA start planning and moving toward a full-time staff model with office space and move all financial operations to full time or contract staff. The model would be the next step in the evolution of the WCHA and include the following benefits:

- Increase training opportunities for: elected officials, new Commissioners, other members of the county highway family
- Allow more Commissioners and Committee members involvement in the Association and its leadership positions
- Provide for the potential of in-house succession planning
- Provide enhanced services such as assistance with federal aid projects
- Reliable long term records retention
- Help individual members problem solve issues impacting their county highway operations
- Full time status will be a recruiting tool and will lead to more interest in staff positions
- Provides a strong-leadership model
- Improved accounting process
- Provide an Association Headquarters
- More frequent and detailed information could be disseminated by the Executive Director as opposed to depending on volunteer board members
- Increase expertise in website management, social media, digital communications etc.
- Ability to quickly change staff focus. No need to negotiate a contract amendment.

The Wisconsin County Highway Association has a long and proud history. For over 100 years, counties have been gathering to share information, train, and advocate on behalf of county highways. In 2003, the Association's workload grew to a point that the members did not believe the WCHA's interests could be adequately served by volunteers alone. WCHA enacted its first contract with Daniel Fedderly to serve as the Association's Administrative Coordinator.

Over the past 20 years, the business of the Association has greatly expanded. The time commitment from WCHA Executive Committee and Committee leaders is considerable due to our growing interests, expanded services and modernization of the Association. The time commitment is such that WCHA is now having a difficult time finding members that are willing, or able to volunteer a considerable amount of time currently necessary to fulfill Executive Committee duties. The Association will be forced to choose between limiting its services and operations or adding a more robust staff presence.

Association membership have expressed an interest in enhancing its current offerings in areas such as: training designed for elected committee members, training and mentoring specific to new Commissioners, training for other members of the county highway family, the ability for WCHA to act as a "project champion" for projects using state or federal aid, enhanced offering at conferences such as paid speakers, enhanced opportunities for associate members, and enhanced representation with the State Legislature and WisDOT.

We believe it is important for WCHA to have a central point of contact in staff and space. Currently there is an unmet need in attending a significant amount WisDOT committee and work groups. A staff, at least partially located in Madison, would be in the best position to efficiently represent WCHA interests. It would afford greater access by WCHA to State Legislature and closer coordination with WCA and the Association's other partners. For more information on the pros and cons of different forms of organizational structures, please see appendix B.

Funding opportunities

These enhanced services will require an increased financial investment from WCHA members that can be achieved through a variety of sources.

We recommend that WCHA develop a detailed business plan that would more specifically identify increased costs associated with hiring full time Association staff and securing an office presence in Madison. The plan should consider co-locating the office with a partner such as WCA. It should not be WCHA's goal to replace any services currently being provided by WCA, but rather offer enhanced services not currently being offered. It is essential for WCHA to maintain a strong working relationship with WCA.

WCHA's current annual budget is approximately \$300,000. A similar organization with 2 full-time professional staff and office space is the Transportation Development Association which has an annual budget of approximately \$475,000. We are encouraging WCHA to develop a multi-year business plan that will allow the Association to evolve and meet its membership needs in the future.

Funding opportunities that WCHA should research should include, but not be limited to: fees for administering local programs for WisDOT, increasing conference fees, increased associate member sponsoring opportunities, and fees for new training events not currently offered.

If you have any questions regarding this recommendation, please feel free to reach out to any of the members of the WCHA Succession Planning Committee.

Appendix A

**WISCONSIN COUNTY HIGHWAY ASSOCIATION
(WCHA)
SHORT TERM SUCCESSION PLAN
(July 2017)**

Purpose: A change in executive leadership is inevitable for all organizations and can be a very challenging time. Proper planning and policy development in regards to succession issues can help limit the problems of leadership transition and provide a degree of stability. The purpose of this policy is to prepare the WCHA for both planned and unplanned, short-term and long-term changes in executive leadership in a manner that ensures the healthy functioning, stability and accountability of the organization.

Policy: The WCHA Board of Directors and Executive Committee have the responsibility to assess the permanent leadership and service needs of the organization. They are responsible for helping ensure the selection of a qualified and capable leader who is a good fit for the organization’s mission, vision, values, goals, and objectives and who has the necessary skills to lead the organization. They are also responsible for assuring that contract services continue uninterrupted during times when a temporary or permanent loss of contract staff occurs.

Priority Functions and Temporary Responsibilities: Currently WCHA contracts for delivery of services through a Master Contract format. Under the present contract two distinct positions are established: Executive Director and Professional Development Director. The Short Term Succession Plan recognizes that both positions must be addressed. The plan does not address support staff that might be hired by the Contractor for assistance in delivering services. It is expected that these support services will continue to be the responsibility of the Contractor.

It is clear that a temporary loss of the individuals in either the Executive Director or Professional Development Director would mean a disruption in some services. The Succession Plan focuses on those services that are essential.

In the event of a temporary loss of the Executive Director position the following essential functions shall be staffed as follows:

ESSENTIAL FUNCTION	RESPONSIBILITY
Contact point for WCHA	President of WCHA
Tracking legislation and Administration Rule Making	Secretary of WCHA in cooperation with WCA Legislative Associate (Transportation)
Stakeholder Contracts	President of WCHA in cooperation with WCA Legislative Associate (Transportation)
WCHA / WCA Liaison	President and Executive Committee of WCHA

Board of Directors and Executive Committee Agenda	President and Chair of WCHA
Minutes of BOD, Exec. and Business Meetings	Secretary of WCHA
Distribute Meeting Materials (Agendas, Minutes, Etc.)	Professional Development Director
Logistics – Arrange Meeting rooms and Conference Calls	Professional Development Director
Website liaison / information clearing house	Professional Development Director
ESSENTIAL FUNCTION	RESPONSIBILITY
Individual Operational Issues	President of WCHA and Executive Committee
Ensures corporate compliance with federal, state and county regulations	President and Chair of WCHA
Assistance with development of training and professional development programs	Conference Coordinating Committee/Safety and Training Committee/LDG/BOD/Executive Committee
Oversight of financial transaction for WCHA events	Treasurer – WCHA

In the event of a loss of the Professional Development Director, the Executive Director shall be responsible for performing all duties of the Professional Development Director until such time as an acceptable replacement can be found.

In the event of a loss of the Professional Development Director and Executive Director, the following Essential Functions and Responsibilities are added to the previous list.

ESSENTIAL FUNCTION	RESPONSIBILITY
Ensure WCHA Road Schools and WCHA LDG Road School have sites selected for a minimum of 3 years beyond current date	Executive Committee with approval of Board of Directors
Development of Road School agenda, program, format and speakers	Conference Coordinating Committee and LDG in cooperation with Safety and Training Committee and Past President
Registration Materials – production and distribution	Past President with assistance from temp.
Process all registrations	Past President, Treasurer with assistance from temp.
Produce name tags and road School Materials and Packets	Past President / LDG (for LDG Road School)
Development of guest activities	Conference Coordinating Committee / LDG
Arrange for event sponsors and support	Past President / LDG Committee *
On-site administration of Road School Events	Past President / LDG Committee *

- * It is assumed that one or more LDG Committee members should be selected to represent the group and would be responsible for the activity

ABSENCE

a. Definitions

1. A **temporary absence** is one that the staff person will return from and is expected to be no more than 5 weeks in duration.

2. An **extended absence** is one that the staff person will return from and is expected to be more than 5 weeks of duration.

3. A **termination of services** results an immediate or scheduled end of contract services by the provider

b. Temporary Absence

For temporary planned or unplanned absence of 5 weeks or less, the Priority Functions and Temporary Responsibility plan listed above shall be implemented.

c. Extended Absence

For temporary planned or unplanned absence of 5 weeks of more, the Executive Committee with Board of Director's approval may select an individual to serve as Acting Executive Director taking on the essential functions and responsibilities of the parties listed under the Priority Function and Temporary Responsibilities plan listed above.

d. Termination of Service

For a termination of services, the Priority Function and Temporary Responsibility Plan will be implemented until such time as a new contract for services can be arranged. The Executive Committee with Board of Directors approval may select individuals to serve as Interim Executive Director and Interim Professional Development Director to such time as individuals are selected to serve in those capacities.

WCHA SUCCESSION PLANNING ORGANIZATIONAL STRUCTURE COMPARISON

	PROS	CONS
ALL VOLUNTEER STAFF	<ul style="list-style-type: none"> • Low initial cost • High Member involvement • Minimal startup costs • Low Overhead • Low Dues 	<ul style="list-style-type: none"> • Limited Growth • Key Member Burnout • Weak Communication limited income • Weak Record and History Retention • Limited Training Opportunities
CONTRACT SERVICES	<ul style="list-style-type: none"> • Consistent Leadership • Continuity • A Single Voice/Face • Good Communication • Low Overhead • Contract Documents for Foundation • Experienced Professional Negotiating Contracts • Recruiting Sponsors = Additional Revenues • Develop Relationships with Sponsors and Members • Single Point Of Contact for Venue Coordination 	<ul style="list-style-type: none"> • No Long Term Backup • Limited Growth • Limited Income • Limited Record and History Retention • Requires a high level of Membership involvement • Limited Backup/Cross Training for Key Roles

FULL-TIME STAFF

- Major Growth Potential
- Increased Income Opportunities
- Increased Training Opportunities
- More Resources Available to Members
- Increased Communication
- Headquarters
- Reliable Long Term Record/History
- Retention
- Contract Documents Defining Roles
- Potential for Greater Credibility at State and Federal Level
- Exec Committee and BOD Have Less Responsibility

- Increased Overhead
- Less Membership Involvement
- Less Familiarity with peers
- Exec Committee and BOD have less responsibility
- Recruitment and Retention Challenges