

COUNTY BOARD POLICY ON MANAGEMENT OF ROAD & BRIDGE DEPARTMENT

ITASCA COUNTY ROAD AND BRIDGE

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POLICY GOVERNING THE ROAD AND BRIDGE DEPARTMENT OF ITASCA COUNTY MINNESOTA AS ESTABLISHED BY THE ITASCA COUNTY BOARD OF COMMISSIONERS OCTOBER 10TH, 1989.

MISSION STATEMENT

The mission of the Itasca County Road and Bridge Department is to use its resources, collective ingenuity and what funds are available each year to provide, improve and maintain the public roads and bridges under the domain of Itasca County to the maximum level of service and safety possible for the citizenry with our funds as available.

Achievement of this mission will be demonstrated by:

- 1) "Zero tolerance" attitude among all department personnel toward known safety hazards to the driving public and in the workplace.
- 2) A network of county roads that are maintained in proportion to need and travel, navigable to typical two wheel drive vehicles without sustaining damage to the vehicle or injury to passengers and accessible 365 days a year or within 24 hours after a major storm.
- 3) Maximum value will be received from investments in equipment by wise and prudent fleet purchase and maintenance.
- 4) Past investments in road construction will be protected through proper maintenance before new projects are pursued.
- 5) New bituminous roads will be constructed as the needs arise and funds permit.
- 6) The annual department budget will be compiled by the County Engineer and his staff based upon perceived need of the

department within the guidelines established by the County Board independent of other County departments' needs. (As discussed later, total county priorities are the decision of the County Board.

- 7) Morale throughout the department will continually be enhanced by each individual employee's importance in this public service.
- 8) The department will meet or exceed all State and Federal laws and Statutes.
- 9) The general public will be aware of the excellence of service and wise use of their tax dollars.
- 10) Each member of the public will be served by the department in an equitable manner through department policy regardless of where they live, who they know or how loud they complain.

POLICY: AVAILABILITY AND ACCESSIBILITY OF SERVICE

Though often considered a five day a week operation, the Road and Bridge Department is in fact a 365 day a year service to the county.

- 1) An interdepartmental communication system must exist and department policies shall be in place to activate sufficient manpower to fulfill its mission during untimely events of weather.
- 2) Normal office hours of the department shall be as established by the County Board.
- 3) The County Engineer shall establish the work week for the outlaying operations as it best suits the needs of the public but within the terms of any pertinent labor contract.
- 4) The County Engineer shall assign all personnel within the department to job positions and work posts within the terms of pertinent labor contracts.
- 5) The County Engineer shall assign the use and time of use of all equipment within the department and within the terms of pertinent labor contracts.

POLICY: SERVICE PRIORITIES

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Decisions involving the establishment of Road and Bridge priorities require a combination of technical engineering skills and an overview of the entire county road network.

A County Board member is often the first person the public calls when complaining about a road and the County Engineer should value his input.

- 1) After weighing all the facts, consulting with his staff and considering his budget, the County Engineer shall establish road and bridge maintenance and construction priorities without respect to district boundaries.
- 2) The scale used to measure priorities shall be the mission statement and qualifying paragraphs #1 thru #5 on page one of this policy statement and in that order.

POLICY: TREATMENT OF EMPLOYEES

The County Engineer shall not allow county employees under his charge to be exposed to conditions which are inhumane or unfair.

Accordingly he shall not:

- 1) Discriminate among his employees on other than clearly job-related individual performance qualifications when assigning duties within the terms of pertinent labor contracts.
- 2) Expose his staff to unsafe conditions without proper safety training relevant to the situation and in strict compliance with "right to know" laws.
- 3) Withhold any of the benefits and rights afforded to him or her by relevant labor contracts or other county personnel policy.
- 4) Fail to follow up on any infraction of Itasca County's Sexual Harassment policies according to County procedure.

POLICY: FINANCIAL RESPONSIBILITIES

Responsible budgeting anti planning are absolutely necessary to complete the Road and Bridge department's mission.

Careful attention must also be paid to fund balances so they are readily explained to legislators and other State officials in a

way that will demonstrate Itasca County's commitment to transportation.

Accordingly, the County Engineer shall not:

- 1) Exceed his or her budget or expend long term reserves without Board approval.
- 2) Purchase or sell goods and services except in compliance with State and Federal laws governing County affairs.
- 3) Shift line-item funds out of manpower, equipment or projects beyond amounts needed to meet Board established priorities unless they can be restored with otherwise unencumbered revenues by the end of the fiscal year.
- 4) Volunteer to sacrifice his department's needs and priorities for the sake of other county Departments or Divisions.

POLICY: RESPONSIBILITY TO THE COUNTY BOARD

It is the County Board's responsibility to establish the priorities of the Road and Bridge Department as compared to the other services of Itasca County to our citizens.

Because estimations of costs and timetables are seldom perfect the County Engineer may not allow the Board to be uninformed, misinformed or misled by old information.

The County Engineer shall not:

- 1) Leave the Board unaware of relevant trends, significant internal or external changes and especially changes in any assumptions upon which a Board policy or decision was based.
- 2) Fail to submit Board required monitoring data in a timely, accurate and understandable fashion and formatted to directly address the question without superfluity.
- 3) Fail to provide the Board with professional guidance for fully informed Board decisions.
- 4) Fail to train one of his chief staff persons to serve the Board as needed during any time of his absence.

POLICY: MANAGEMENT OF THE DEPARTMENT

The County Engineer has total responsibility to the Board for

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the operation and management of the Road and Bridge Department and the fulfilling of its mission.

In addition to budgeting, establishing priorities and counseling the Board in matters pertinent to the department, the County Engineer must provide the technical services of his trade and be a manager and leader of people.

Therefore, the County Engineer shall not fail to:

- 1) Budget and plan for necessary ongoing education for himself and staff.
- 2) Acquaint himself with new ideas, materials and processes.
- 3) Provide his department with sufficient written policy to provide uniform county-wide operations to fulfill the Department's Mission while advancing decision-making to the lowest competent individual in the organization.
- 4) Avail himself of all opportunity provided by law and pertinent labor contracts to promote competency while demoting or removing the incompetent.
- 5) Inform the Board of needed management tools not available to him because of existing law or labor contract restrictions which may be obtainable through the negotiation or legislative process.

POLICY: THE ROLE OF THE COUNTY BOARD

The County Board is responsible for establishing County-wide priorities, the total County budget and general policies of governance. In respect to Road and Bridge, the County Board has delegated the mission and necessary management of Road and Bridge to the County Engineer. Likewise, all legal and appropriate authority to run the department is delegated to the County Engineer except as reserved by the Board in this written County Board Policy or by pertinent law or statutes.

All written Road and Bridge policies established in the past by the County Board which would become the responsibility of the County Engineer to create by this document will remain in place unless replaced or removed by the County Engineer in a written policy or statement or preempted by this document.

- 1) The County Engineer is authorized to establish all further policy vital to the department's mission and congruous with formal County Board policy.
- 2) No individual Board member, officer or committee member has authority over the County Engineer. Reports may be requested by an individual Board member in writing (with copies to the rest of the board) but if the County Engineer feels the provision of such information would require an excessive amount of preparation time he may respond with a written refusal (with copies to the board) stating the reasons.
- 3) The County Board may find it necessary from time to time to extend its policies and "undelegate" certain authorities once given the County Engineer.
- 4) The annual performance appraisal of the County Engineer will be conducted by the county Board based upon his or her compliance with this and general County Board policy, innovation and leadership, production of the department and the fulfillment of the Department's Mission Statement.