

# Implementing Change in a Small County

Don Grande, Price County Highway Commissioner  
2018 Michigan Winter Ops Conference

# Change is **GREAT!**

Why change is not as  
easy as it looks



# Agenda

Today we will cover the basics of:

Understanding the Types of Change

Properly Communicating Change Within Your  
County

Key Issues Associated With Change

Resistance to Change

Sustaining Change

# The four main types of change

- Anticipated Changes
  - Changes that are planned ahead of time and occur as intended according to a plan.
- Opportunity Based Changes
  - Changes that aren't anticipated ahead of time but are introduced during the change process in response to the unexpected.
- Emergent Changes
  - Changes that arise spontaneously and may not be anticipated but are a direct result of anticipated changes.
- Evolutionary Changes
  - Changes that are necessitated by technological advances as well as industry standards they can be both anticipated and opportunity based.

**Evolutionary Change can be both anticipated and opportunity based.**



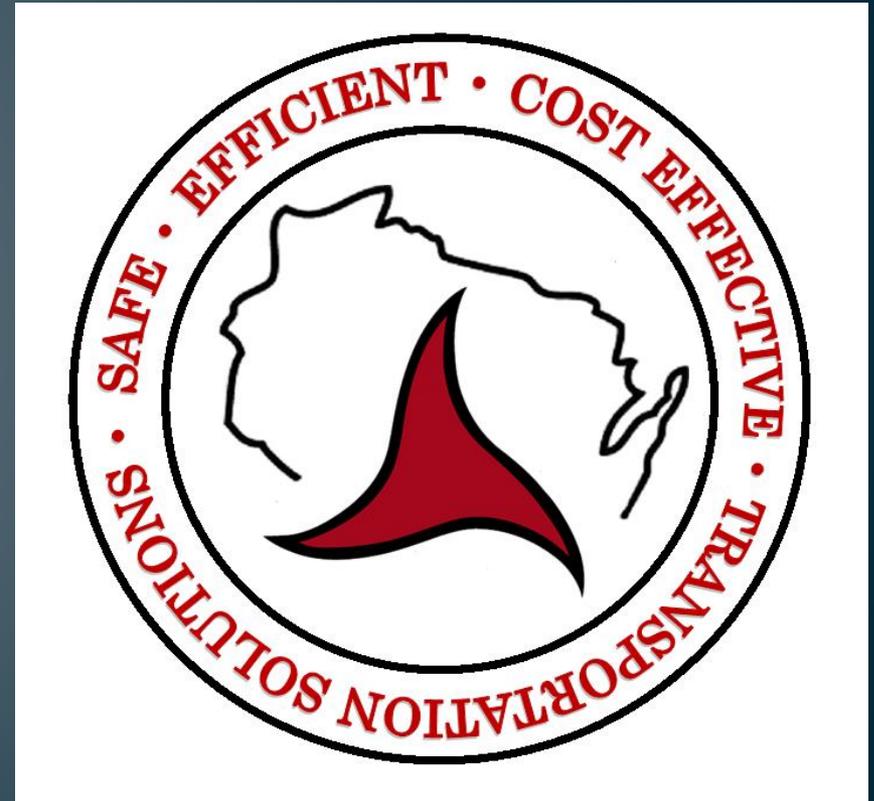
# Planning for Change



# Price County Highway Department Vision Statement

- The goal of the Price County Highway Department is to provide a safe and cost effective transportation infrastructure to the tax payers of Price County as well as to the traveling public. Under [Wisconsin State Statutes Chapter 83](#), the Highway Department is responsible for the maintenance and improvement of about 442 lane miles of county roadway and 345 lane miles of state roadway.

The Price County Highway Department strives to provide quality efficient services, while at the same time providing quality contracted services with other governmental entities to reduce dependence on county tax levy dollars.



# Policy defines service levels and expectations

- Winter Maintenance Policy
- Mailbox Policy
- Utility Accommodation Policy
- Driveway Policy
- General Maintenance Policy



# Winter Maintenance Policy

- Clear expectation
- Added transparency
- Achievable and realistic service levels
- Communication tool
- Budgeting tool
- Basic liability protections



The Price County Highway Department hereby establishes a winter road maintenance policy for all County Trunk Highways under its jurisdiction.

Winter maintenance shall be governed by service restrictions based upon traffic volume. Class I highways shall have an ADT (Average Daily Traffic) volume in excess of 200. Class II highways shall have an ADT volume less than or equal to 200. Service restrictions are as follows:

**Class I A.D.T. – Greater Than 200**

Classes of service:

Regular	4:00 AM to 8:00 PM Monday thru Sunday
Reduced *	8:00 PM to 10:00PM Monday thru Sunday and all day on Holidays
No Service	10:00 PM to 4:00 AM on any day

As soon as practicable after a storm and completion of snow removal operations, the centerline of curves and hills and all intersections with State or other County Highways shall be sanded.

As soon as practicable after a storm and completion of snow removal operations, the centerline of curves and hills and all intersections with State or other County Highways shall be sanded. Class I highways shall take priority over Class II highways.

\*\* Reduced service is defined as the level of effort to keep the roads passable, at reduced speeds for vehicles properly equipped for winter driving

At any time when visibility declines to the point that it is hazardous to the operators on the equipment, all snow plowing or ice control will be discontinued until such time as visibility improves. Should it become necessary to close a road for any reason, the Highway Commissioner or his designee will notify the Price County Sheriff's Department and the State Department of Transportation. An attempt will also be made to notify the media.

Sanding operations shall take place as soon as practicable after a storm and completion of snow removal operations. Subsequent sanding operations shall be limited to 7:00 AM to 3:30 PM Monday through Friday thereafter. Price County shall use a 95% sand / 5% salt mixture for its sanding operations. Other mixtures or pure rock salt shall not be used on the County Trunk Highway System with the exception in the case of freezing rain, glare ice or hazardous irregular hard pack where a 50% sand / 50% salt mixture can be used. In extremely rare instances, straight rock salt may be used at the sole discretion of the Highway Commissioner.

**Price County does not have a bare road policy. Salt sand shall be used as an abrasive to provide better traction, not as a deicer. No attempt shall be made to bare the pavement.**

All County Trunk highways in Price County will be considered snow routes. If abandoned vehicles are encountered on the highways, the Sheriff's Department will be notified for their removal from the highway at the expense of the vehicle owner. If a vehicle is encountered that completely blocks one or more lanes of traffic halting snow removal operations, the vehicle will be moved by whatever means necessary to reopen the roadway. Any damage incurred in such a move shall be the owner's responsibility.

As snow is being removed from any highway in Price County, it will be pushed to the side of the road and therefore could be piled in driveway entrances. It shall be the responsibility of the owner or occupant of the entrances to remove the snow. Anyone pushing snow onto the highway will be fined pursuant to Wisconsin State Statutes.

**The Price County Highway Department has adopted a Policy for the Accommodation of Mailboxes and Newspaper Deliver Boxes on Highway Right-of-Ways. The Policy outlines the Department's responsibility with respect to mailbox repair or replacement, due to winter maintenance operations. Mailboxes damaged by flying snow or ice shall not be repaired. Mailboxes damaged by direct impact with Department equipment may be repaired and or replaced, if certain conditions are met including installation standards.**

# Education is imperative for success



# Abundant Training Resources



# Policy based training

- Plowing procedures
- Spreader procedures
- Principals of ice formation
- Calibrations and ground speed controls
- Sensible sanding and salting
- Using liquid deicers
- Anti-icing and deicing
- Wind and drift control



# Communicating change

- Good communication is crucial to any successful changes.
- Be open and willing to listen to all ideas.
- Share your successes and failures.
- DO NOT ignore concerns but be prepared to address them.
- Show people the why, where and how.



# Issues associated with change

- How are the changes received and accommodated both internally and externally?
- The approach we take handling peoples reaction and or resistance.
- How we diagnose what we think needs to be changed.
- How do we recover and rebuild confidence when planned changes fail?



# Resistance to Change

- Explain why the change is happening
  - Ensure people understand the rational.
  - Talk about the benefits and consequences.
  - Emphasize what's not changing.
- Show people where the changes are headed
  - Map out the process and end result.
  - Identify and recognize milestones, successes and failures.
- Show people how they can get there and assist
  - Give practical examples.
  - Break it down into clear and simple steps.
  - Be directional.
- Explain why the change is happening
  - Ensure people understand the rational.
  - Talk about the benefits and consequences.
  - Emphasize what's not changing.
- Be open minded and willing to listen
  - You have to believe in the changes for them to be successful.
  - Listen to ideas and try to incorporate them into the changes when applicable.



# Some of the Benefits of POSITIVE Changes this is just for Winter Maintenance

## 2010-2011

- Salt Used 5,397 tons
- Brine Used 3,700 gallons
- Winter Costs  
\$898,650.00
- Severity Index 84.43
- Same LOS

## 2017-2018

- Salt Used 3,949 tons
- Brine Used 185,380  
gallons
- Winter Costs  
\$702,604.00
- Severity Index 132.45
- Same LOS

# More Opportunities

- WisDOT Liquid Only Route Pilot
- WisDOT Performance Based Maintenance Contracts
- Selected for Regional WisDOT Sign Distribution Contract
- Selected as FHWA Safety Plan Pilot County
- Transportation Secretary Visit and Associated PR
- Work for Surrounding Counties and Local Municipalities

So.....

Tough times  
don't last;  
Tough  
people  
do.

QUOTESLANY.COM

# Thank You

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