



Strategic Plan

Mission – It is the mission of the Van Buren County Road Commission to provide a safe and reliable transportation system.

Vision – The Van Buren County Road Commission will continue improving its:

- Transportation System
- Employee Culture
- Communications with the Public and Transportation Partners

Values – The core values that guide and direct the Van Buren County Road Commission and its culture are:

- Safety
- Communications and Relationships with our Transportation Partners (Residents and the Motoring Public, Township, County and State Officials, Road Commissioners, and Road Commission Employees)
- Quality Service – Provided creatively and with integrity
- Sound Financial Management
- Preservation of Assets (roads, bridges, equipment, and facilities)

Strategic Objectives – The Van Buren County Road Commission has five strategic objectives identified to ensure the mission, vision and values are upheld and built upon.

Roads and Bridges - *Effectively provide a safe and efficient road, bridge, and non-motorized transportation network, utilizing all available road improvement and maintenance operations.*

Communication and Collaboration - *Improve relationships with the Public, and Township, County and State Officials through effective communication.*

Finance - *Utilize sound financial management practices to effectively allocate resources to achieve strategic objectives.*

Human Resources - *Improve employee communication, interpersonal, technical and team skills to meet the objectives of the Road Commission and enhance employee safety, job satisfaction, and performance.*

Facilities and Equipment - *Develop a fleet and facility maintenance program that efficiently repairs and maintains the Road Commission's equipment and facilities.*

Action Plan

The Van Buren County Road Commission (VBCRC) enables the efficient movement of people, goods, and services by providing a network of safe and reliable roads and bridges. We maintain, preserve, and improve this network while collaborating with our Township Partners and responding to the public's needs. Our commitment to excellence is driven by innovation, our desire to employ best practices and to provide efficient response times.

The Action Plan outlines ways in which the organization will work to meet and uphold Strategic Objectives. Within each Strategic Objective are multiple action steps that further direct and promote the forward progress of the organization. These action steps establish a clear direction for the VBCRC by the Road Commissioners and Road Commission Employees.

Roads and Bridges

Effectively provide a safe and efficient road, bridge, and non-motorized transportation network, utilizing all available improvement and maintenance operations.

The VBCRC maintains a county road network of 1,313 miles including more than 70 bridges, in excess of 300 large culverts or box structures, over 10,000 signs, three traffic signals, and five flashing lights at intersections. The agency is responsible for providing funding for routine repairs and maintenance (within limits) within its jurisdiction. Due to funding limitations, maintenance and improvement operations must be carefully planned and prioritized.

- Develop standard operating procedures and ensure consistent execution of tasks.
- Perform a regular review of policies to ensure their effectiveness.
- Monitor the performance of completed road and bridge improvements.
- Collect PASER and IBR data to evaluate the condition of all roads under jurisdiction of the Van Buren County Road Commission.
- Maximize the number of road and bridge improvements per year by emphasizing preservation treatments.
- Review maintenance operations for feasibility (new), efficiency and effectiveness (ongoing).
- Maintain the Asset Management Plan and utilize the outlined criteria to select projects for investment.
- Adjust the County-Millage allocation program to align with the strategic initiatives of the agency.
- Optimize operations and investigate funding necessary to carry out the goals outlined within the Asset Management Plan.
- Serve the largest number of motorists as quickly as possible during winter storms.
- Continue submitting road and bridge projects for various funding sources. Maintain a fair number of "shovel ready" projects to capitalize on available funding sources.

Communication and Collaboration

Improve relationships with the Public, and Township, County and State Officials through effective communication and collaborative partnerships.

As a public works agency, communication, and collaboration with the public we serve is important. Building an understanding of the Road Commission's responsibilities, funding, and abilities is important

to the success of the organization. It is important to communicate not only planned Road Commission projects and operations, but also the mission, vision, and values of the organization and the factors that influence decision making to ensure transparency.

- Develop a proactive community outreach plan for effective communication about Road Commission projects and operations.
- Build and improve relationships and partnerships with Township, County, and other elected officials.
- Ensure requests for service and information are documented within the Service Request System and are responded to in a timely fashion (within the defined timeframes within the SeeClickFix program).
- Increase media and social media exposure by developing a Road Commission Public Relations Program.
- Continue training employees to positively interact with the public in the field, in the office, at meetings, and on the telephone.
- Ensure the effectiveness of internal communications for more thorough and consistent information sharing and response.
- Identify and explore gaps between Road Commission services and expectations of our Partners.
- Intentionally develop “Ambassador” relationships with all of the County’s intra-jurisdictional entities by actively representing the interests of the Van Buren County Road Commission in dialogue.

Finance

Utilize sound financial management practices to effectively allocate resources to achieve strategic objectives.

The Van Buren County Road Commission must make well-informed financial decisions for the benefit of the motoring public, and its employees. This means basing the allocation of available resources on the best strategy to achieve the agency’s objectives. These priorities must include roads, bridges, culverts, and other road related infrastructure, as well as Road Commission facilities, equipment and personnel.

- Continue sharing the purpose and need of the County-wide Road Millage to ensure it is maintained.
- Work with legislators, County officials, and the County Road Association (CRA) to outline the financial needs of the Road Commission.
- Continue submitting projects for available funding sources.
- Match financial reporting to operational plans to provide greater value and understanding.
- Fully fund other postemployment benefit liabilities.
- Maintain fully funded status for the Pension Plan.
- Maintain an Available Operating Fund Balance of 20-25% of operations.
- Develop an efficient system of data and document storage to support the Road Commission’s day-to-day operations and provide evidence of accountability.

Human Resources

Improve employee communication, interpersonal, technical and team skills to meet the objectives of the Road Commission and enhance employee safety, job satisfaction, and performance.

Road Commission employees are the greatest asset of the organization. Recruiting, developing, and retaining qualified employees provides the labor force to work towards the organization's strategic objectives. To ensure the Road Commission remains competitive in the labor market it must provide effective employee training, as well as a comprehensive health and safety program.

- Continually improve and expand employee training programs to grow employee knowledge, abilities, and safety awareness.
- Regularly review and enhance the Road Commission's competitiveness in retaining and recruiting qualified individuals.
- Encourage accountability and innovation amongst all employees.
- Encourage the delegation of duties consistent with employee skills and abilities.
- Utilize the Road Commission's safety committee to evaluate safety concerns and ensure all jobs can be completed safely.
- Encourage continuing education and networking with other county road commissions through attendance at CRA, MCRCSIP and CRASIF trainings and meetings.

Facilities and Equipment

Develop fleet and facility maintenance programs that efficiently repair and maintain the Road Commission's equipment and facilities.

Facilities and equipment management is necessary for the Road Commission to operate effectively and efficiently. The 2021 feasibility study outlined necessary improvements and modifications to the agency's facilities. In response, the Road Commission must commit to a systematic and proactive approach to capital improvement. Additionally, the reliability of the Road Commission's equipment is imperative to operations. Ensuring equipment is maintained and replaced based on cost-efficiency and performance will best meet the organization's strategic objectives.

- Adopt a capital improvement program to maintain, preserve, upgrade, and operate the Road Commission's buildings, facilities, and equipment to achieve established goals.
- Implement a work order system to efficiently address maintenance needs for equipment.
- Ensure proper maintenance of facilities utilizing the Road Commission's established facility maintenance program.