

Tiffany Richards

From: Darren Zimmer <zimmerdb@yahoo.com>
Sent: Friday, May 13, 2022 12:46 AM
To: patdinalaska@yahoo.com; Tiffany Richards
Subject: TF RSA 21 Management Methodology
Attachments: TF RSA-21 POAM.pdf

[EXTERNAL EMAIL - CAUTION: Do not open unexpected attachments or links.]

Mr Daniels,
Pat

(Mrs Richards - Pls accept this email as public notification of discussions between TF members and provide a copy to the other TF members as is appropriate. Thanks)

At the end of our last meeting I commented that I looked forward to a discussion about the mechanics of how we were going to conduct Task Force affairs (or something to that effect). As time was short, I did not give a full explanation and wish to follow up now to address my thoughts, and offer a recommendation for consideration.

As you appreciate, with any major undertaking there are two efforts. One effort to develop and produce the desired product (written and oral recommendation to the Assembly, as is our case), and the second effort is the management of the first effort. By way of example, on a sports team there is the effort on the field to produce the product (scores) and there is the effort off the field that helps direct and reinforce the efforts on the field. Without the planning, training and focused efforts off the field, the members on the field would be less effective. My comments about the mechanics of how we were going to conduct TF affairs refers to the second, the management of the effort. If we get it right, then we may efficiently and effectively focus our efforts on the main task. If we fail to manage the effort well, we may flail around and produce a hurried, unfocused and sub-standard result.

To that aim, I've drafted a short 'management' document (attached) for your consideration for use with running the TF. It simply offers a guideline on how to conduct the affairs of the Task Force by identifying the objectives, a methodology, activities and milestones. If you find the ideas within useful, please feel free to use all of them or any portion of them in helping guide the TF's collective effort. I am free to discuss (email until I return to the US on the 28th) these in more detail with you or at the next TF meeting.

Cheers

Darren Zimmer

Task Force RSA-21
Program of Objectives, Activities and Milestones
(Zimmer draft proposal)

TF Objectives. (MSB Ordinance 22-020)

Primary Objectives - The Task Force *shall* consider the following issues:

1. The adoption and implementation of an alternate contract structure in the Big Lake Road Service Area no. 21 to include, but not limited to, the Time and Material structure.
2. Scaleability and applicability of such a method to other road service areas.
3. Area wide brush cutting.
4. Processes to address substandard roads Borough wide.

Secondary Objectives - The Task Force *may* consider the following issues:

1. How to address the issues of currently maintained roads in the RSA 21 which become impassable or have major deficiencies preventing safe public access, to include whether the modification of the existing maintenance specifications or options for advancing capital improvements.
2. Other issues which may be pertinent to consideration of the items contained in Section 4(3) (Primary Objectives).

TF Methodology.

Conduct bi-monthly meetings for the purpose of **gathering** and **analyzing** information to **formulate** a series of recommendations to present for consideration to the MSB Assembly. Establish TF committees (nmt 2 members) to execute TF **Lines of Effort (LOE)**.

Gathering Information (to inform analysis and decision making/solutions development)

- Documents review
- Subject Matter Expert presentations
- Stake Holder statements and discussions
- TF Member discussions

Analyzing Information (to select best decision/solution (recommendation))

- Standard Decision Making/Solutions Development Process
 - Gather relevant information
 - Establish screening and evaluation criteria
 - Develop possible solutions (3-5?)
 - Compare and Contrast solutions, decision matrix, 'war-gaming'
 - Select and refine solution (recommendation)

Formulate and present written and oral recommendations

Lines of Effort

- Identify Information requirements (TF)
- Coordinate & Schedule Information presentations (TF Committee)
- Manage decision making/solutions development process (TF Committee)
- Draft Final Report (TF Committee)
- Develop verbal presentation (TF Committee)

TF Activities

TF Meeting Dates (every other Tues at 1400-1600). Location TBD, Attended in person or by electronic means (Zoom)

May 4, 24
June 7, 21
July 5, 19
August 2, 16, 30
September 13, 27
October 11, 25
November 8, 22
December 6, x, 21

Document Review

- MSB RSA Contract
- Kenai Borough T&M Contract
- Summary Road Condition Assessment Report
- MSB Road Service Area Operating Manual
- ???
- ???
- ...

Presentations

- RSA 21 Board issues, concerns, methodology and recommendations
- MSB Road Service Superintendent
- MSB RSA Budget/funding implementation and review
- Big Lake Resident Public Comments and Recommendations
- ???
- ???
- ...

TF Milestones

May

- Establish TF methodology
- Set limitations on TF scope of effort
- Finalize timelines & agenda

June

- Identify information required for consideration to develop solutions (recommendations)
- Schedule presentations & document delivery
- Develop screening and evaluation criteria to formulate solutions (recommendations)

July/August

- Review documentation, receive presentations (information collection)
- Develop alternative solutions (recommendations)

September/October

- Follow up presentations/documents
- Analyze solutions (recommendations) (Compare and contrast)
- Select solution (recommendation)
- Begin documentation of written report and oral deliverable recommendation

November/ early December

- Finalize written and oral deliverable recommendation

Late December

- Deliver written report and oral presentation to MSB Assembly

The MSB Road System: Horizontal Layout

Guidelines: How is it organized? How is it working?

K. Walch

Last revised: 5/23/2022

Note: This report is an ongoing work in process to better understand the road planning, design, construction and maintenance process of the MSB local road system. As additional material is obtained this report should be up-dated.

Departments and Agencies having management input and some level of control over the Borough's Road system covered by review are:

Borough Assembly;

RSA Board;

Public Works Dept;

Consulting Engineers

Construction Contractors.

These are the departments and agencies that have primary responsibility for maintaining a safe, functional, efficient and well maintainable local road system. Below are identified enabling documents I was able to find that spell out what these departments and agencies are authorized to do to provide the foundation for the planning, design, construction and maintenance of our local roads.

“Management Documents” that have been used or referenced for managing the MSB Roads Program include but are not limited to the following:

2/15/22: Borough Information Memorandum IM No. 22-045

9/29/21: Road Maintenance Services and Cost Analysis report,

9/29/21: Borough Ordinance Serial No. 22-020

1/4/08: Blue Ribbon Task Force on Road Service Areas (RSA)6/13/20, Final Report

6/13/19: Road Maintenance Agreement, RSA 21, Bid #19-093B

MAR 2016: MSB Dept. of Public Works, Road Service Area Operating Manual

These “Management Documents” have been used in the following tables to help organize information in a layout that groups common or similar tasks as identified in those “Management Documents”.

The following charts identify sensitive or problem issues found in the referenced documents listed above. They are further addressed in more detail in the charts that follow: These tables should help to help identify how the different issues impact these five entities. They are very much a work in process.

(Table of Management Documents identifying “Issues” to be resolved for improving MSB Road Management.)

Document >>>>>>		<u>2/15/22: Borough Information Memorandum IM No. 22-045</u> <u>and 9/29/21: Borough Ordinance Serial No. 22-020</u>	
<u>Primary Issue</u>	<u>Lead Dept/ Entity.</u>	<u>Discussion</u>	<u>Suggestions</u>
Increased use of a T&M type of Contract	Public Works Dept. with review from the legal dept.	Issues – T&M Contract. Time and materials contracts specify the scope of a project but are open-ended. They set out prices for materials and hourly rates for labor, and the client is billed at those rates for as many hours and as much material as is required to complete the project. A major problem with T&M work authorizations is the cost of the work is not known until after the work has been finished.	In compliance with the documents referenced for moving ahead with this item the T&M issue should be addressed with consideration for other contract work and cost adjustments.

Document >>>>>>		<u>9/29/21: Road Maintenance Services and Cost Analysis Report</u> (This report is bound in with Memorandum IM No. 22-045 and Ordinance No. 22-020.)	
<u>Primary Issue(s)</u>	<u>Lead Dept/ Entity.</u>	<u>Discussion</u>	<u>Suggestions</u>
Relationship between RSA Advisory Board and the Public Works Dept.	RSA Advisory Board. & the Public Works Dept.	The RSA Advisory Board has the duty to “advise” the Borough on road issues. (Ref. pg. 8 of the report.) The board provides coordination and communications between the community and the borough (the Manager and/or Assembly) on a wide variety of issues. (Ref.- beginning on pg. 10 of the report.) The RSA Board is an advisory board with a broad range of responsibilities to address. The Road Service Area Operating Manual does a pretty good job spelling out these responsibilities.	This task is a huge responsibility that has been placed both on the RSA Board and the Public Works Dept. RSA 21 has some very serious road problems that have existed for many years. As a starter the Borough should enforce the requirement for an informative and meaningful road inventory identifying defective road conditions. The report should identify which defects can be repaired under the Maintenance Contract and which defects require a more intensive approach. Assuming the road inventory will continue the inventory needs to

			clearly describe (including the use of photos and sketches) what is needed to repair the sub-standard conditions.
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Document >>>>>>		<u>9/29/21: Road Maintenance Services and Cost Analysis Report</u>	
<u>Primary Issue</u>	<u>Lead Dept/ Entity.</u>	<u>Discussion</u>	<u>Suggestions</u>
Cost of road program management	Public Works Dept. bears the bulk of this cost.	. Refer to Pg. 2 of the report for an overview of management and overhead costs. Cost has been a primary driver for managing the roads program. Cost of the <u>road inventory</u> has largely been shifted to the construction contractor who has regularity failed to perform this task and avoided work required by the contract. (It appears the Contractor is still receiving payment for this work. This seems to be a pretty wide-spread problem.)	This and similar management issues will be covered in later sections of this report covering cost impact issues associated with contract performance and cost allocation.

Document >>>>>>		<u>2008 Blue Ribbon Task Force on RSA's</u>	
<u>Primary Issue</u>	<u>Lead Dept/ Entity.</u>	<u>Discussion</u>	<u>Suggestions</u>

Review of Task Force issues & performance	Public Works Dept.	Lack of funding and cost of maintenance were major issues. Driveway installs had very serious issues – both cost wise and performance wise. The report also recommends the Borough “Hire a Consultant to Help Develop a Comprehensive Long-Range Plan for Upgrading the Borough’s Substandard Roads.”	This report merits a very close review by this task force. It is very well presented and contains well researched material. Important issues include consistency of having trained personnel do inspections. Those inspections and approvals are consistent from job-site to job-site. This work must be done by qualified well-trained personnel. Recommendation 1 on page 14 of the report states that the “Borough enforce the standards of construction and follow established road acceptance policies.” <u>Right on.</u>
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Document >>>>>>		<u>6/13/2019 Annual Road Maintenance Agreement</u>	
<u>Primary Issue</u>	<u>Lead Dept/ Entity.</u>	<u>Discussion</u>	<u>Suggestions</u>
Bid Schedule – payment provisions fail to track the work effort	Public Work Dept., and the Contractor	.	

Document >>>>>>	<u>Document name</u>
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<u>Primary Issue</u>	<u>Lead Dept/ Entity.</u>	<u>Discussion</u>	<u>Suggestions</u>

DRAFT

Summary Road Condition Assessment Report

Selected record count: 29

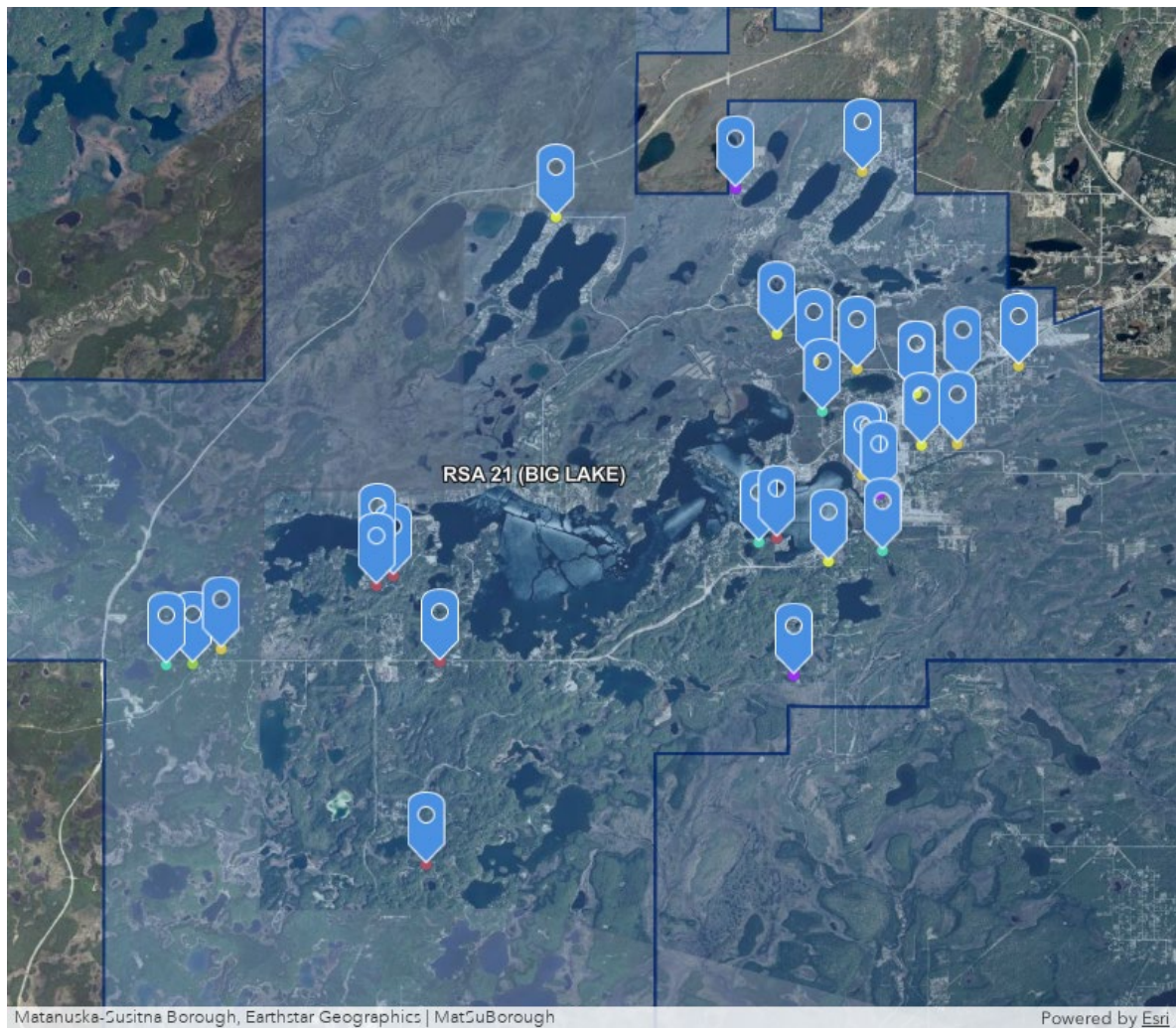
Total record count: 29

ID #	RSA	Site Address	Condition Category	Repair Classification
53	RSA 21	4208 S Old Yacht Club Rd, AK	Substandard Width Inadequate Driving Surface	Major (Capital project road repair through RSA board or approved bonds)
54	RSA 21	20471-20857 W Fox Loop, BIG LAKE, AK	Substandard Width Inadequate Driving Surface	Major (Capital project road repair through RSA board or approved bonds)
55	RSA 21	4608-5060 S Call of The Wild Rd, BIG LAKE, AK	Substandard Width Inadequate Driving Surface	Major (Capital project road repair through RSA board or approved bonds)
56	RSA 21	3861-4663 S Purinton Pky, BIG LAKE, AK	Substandard Width Inadequate Shoulder Width	Major (Capital project road repair through RSA board or approved bonds)
57	RSA 21	21150-21600 W Sara Lake Rd, BIG LAKE, AK	Substandard Width Inadequate Shoulder Width	Major (Capital project road repair through RSA board or approved bonds)
60	RSA 21	8003-8545 S Burma Rd, BIG LAKE, AK	Substandard Width Inadequate Driving Surface	Major (Capital project road repair through RSA board or approved bonds)
49	RSA 21	3848 S Mink St, AK	Substandard Shoulders Contaminated with Organics	Medium (Road repairs under 25K to be performed by contractor)

51	RSA 21	6173-6829 S Gonder Rd, BIG LAKE, AK	Substandard Shoulders Inadequate Width	Major (Capital project road repair through RSA board or approved bonds)
45	RSA 21	956-1140 N Knapp Dr, BIG LAKE, AK	Substandard Shoulders Contaminated with Organics	Medium (Road repairs under 25K to be performed by contractor)
46	RSA 21	2781 S Buoyant Dr, AK	Substandard Road General No ditches on end portion of the road. Causing muddy conditions with snow melt	Medium (Road repairs under 25K to be performed by contractor)
52	RSA 21	16390-16680 W Tamarack Cove Dr, BIG LAKE, AK	Substandard Road General Road is one and half lane wide. No shoulders, trees on edge of the road, no ditches.	Major (Capital project road repair through RSA board or approved bonds)
50	RSA 21	4623 S Fish Creek Rd, AK	Substandard Road General Road narrows to one and half lane in parts. No shoulders or ditches. Trees and power line poles on the edge of the driving surface.	Major (Capital project road repair through RSA board or approved bonds)
59	RSA 21	23806-24598 W Papoose Twins Rd, BIG LAKE, AK	Substandard Road General Road narrows to one lane in parts, entire road is not full width. No shoulders or ditches. Causes road to be very muddy.	Major (Capital project road repair through RSA board or approved bonds)
44	RSA 21	23801-23803 W Papoose Twins Rd, BIG LAKE, AK	Substandard Road Base Mud/Organic Matter Contaminating Road Topping	Major (Capital project road repair through RSA board or approved bonds)
58	RSA 21	5807 S Timberline Dr, AK	Substandard Drainage Ponding	Medium (Road repairs under 25K to be performed by contractor)

47	RSA 21	15182 W Big Lake Lodge Rd, AK	Substandard Drainage Ponding	Medium (Road repairs under 25K to be performed by contractor)
48	RSA 21	3623 S Wolverine Dr, AK	Substandard Drainage Flooding	Medium (Road repairs under 25K to be performed by contractor)
40	RSA 21	852-1144 N Beaver Lake Rd, BIG LAKE, AK	Substandard Drainage Ponding	Medium (Road repairs under 25K to be performed by contractor)
42	RSA 21	13873-14015 W Klutina Dr, BIG LAKE, AK	Substandard Drainage Flooding	Medium (Road repairs under 25K to be performed by contractor)
20	RSA 21	12853-13201 W Lucille Creek Dr, BIG LAKE, AK	Substandard Drainage Flooding	Medium (Road repairs under 25K to be performed by contractor)
21	RSA 21	2317-2401 S Shotgun Dr, BIG LAKE, AK	Substandard Drainage Flooding	Medium (Road repairs under 25K to be performed by contractor)
22	RSA 21	3172-3346 S Beaver Lake Rd, BIG LAKE, AK	Substandard Drainage Flooding	Medium (Road repairs under 25K to be performed by contractor)
24	RSA 21	14775-15229 W Rocky St, BIG LAKE, AK	Substandard Drainage Flooding	Medium (Road repairs under 25K to be performed by contractor)
33	RSA 21	14920-16162 W Dawson Dr, BIG LAKE, AK	Substandard Drainage Flooding	Medium (Road repairs under 25K to be performed by contractor)

38	RSA 21	18448-18820 W Kucera Cir, BIG LAKE, AK	Substandard Asphalt Needs Mill and Pave	Major (Capital project road repair through RSA board or approved bonds)
39	RSA 21	14161-16001 W Lakes Blvd, BIG LAKE, AK	Substandard Asphalt Needs Mill and Pave	Major (Capital project road repair through RSA board or approved bonds)
23	RSA 21	3172-3346 S Beaver Lake Rd, BIG LAKE, AK	Substandard Asphalt Patching	Normal (Routine road maintenance by road crew or contractor)
43	RSA 21	4681-4827 S Echo Lake Dr, BIG LAKE, AK	Substandard Asphalt Patching	Medium (Road repairs under 25K to be performed by contractor)
41	RSA 21	13720-14320 W Sunrise Dr, BIG LAKE, AK	Substandard Asphalt Needs Mill and Pave	Major (Capital project road repair through RSA board or approved bonds)



Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 2:05 PM

ID#: 60

RSA: RSA 21

Site Address: 8003-8545 S Burma Rd, BIG LAKE, AK

Issue Type: Substandard Width, Inadequate Driving Surface

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

Road narrows to just enough room for two vehicles to pass. No shoulders or proper ditching. Trees on edge of the road. Continues from marker to edge of Rsa 21/17 line.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 1:48 PM

ID#: 59

RSA: RSA 21

Site Address: 23806-24598 W Papoose Twins Rd, BIG LAKE, AK

Issue Type: Substandard Road General, Road narrows to one lane in parts, entire road is not full width. No shoulders or ditches. Causes road to be very muddy.

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments



Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 1:40 PM

ID#: 58

RSA: RSA 21

Site Address: 5807 S Timberline Dr, AK

Issue Type: Substandard Drainage, Ponding

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Water forming in roadway. Low spot in the road with improper ditching.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 1:30 PM

ID#: 57

RSA: RSA 21

Site Address: 21150-21600 W Sara Lake Rd, BIG LAKE, AK

Issue Type: Substandard Width, Inadequate Shoulder Width

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

Road is just wide enough for two vehicles to pass. Hills on one side and trees on edge of the road, no shoulders or ditches.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 1:23 PM

ID#: 56

RSA: RSA 21

Site Address: 3861-4663 S Purinton Pky, BIG LAKE, AK

Issue Type: Substandard Width, Inadequate Shoulder Width

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

Road is just wide enough for two vehicles to pass. Hills on one side, trees on edge of the road. No shoulder or ditches.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 1:22 PM

ID#: 55

RSA: RSA 21

Site Address: 4608-5060 S Call of The Wild Rd, BIG LAKE, AK

Issue Type: Substandard Width, Inadequate Driving Surface

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

Road is one and half lane wide, narrows on hills and corners



Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 1:01 PM

ID#: 54

RSA: RSA 21

Site Address: 20471-20857 W Fox Loop, BIG LAKE, AK

Issue Type: Substandard Width, Inadequate Driving Surface

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

One lane wide, no ditches or shoulder.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 12:53 PM

ID#: 53

RSA: RSA 21

Site Address: 4208 S Old Yacht Club Rd, AK

Issue Type: Substandard Width, Inadequate Driving Surface

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

Road is one lane wide at the marker. No ditches or shoulders.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 12:50 PM

ID#: 52

RSA: RSA 21

Site Address: 16390-16680 W Tamarack Cove Dr, BIG LAKE, AK

Issue Type: Substandard Road General, Road is one and half lane wide. No shoulders, trees on edge of the road, no ditches.

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 12:36 PM

ID#: 51

RSA: RSA 21

Site Address: 6173-6829 S Gonder Rd, BIG LAKE, AK

Issue Type: Substandard Shoulders, Inadequate Width

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

End portion of the road narrows to 16 ft starting at marker.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 12:22 PM

ID#: 50

RSA: RSA 21

Site Address: 4623 S Fish Creek Rd, AK

Issue Type: Substandard Road General, Road narrows to one and half lane in parts. No shoulders or ditches. Trees and power line poles on the edge of the driving surface.

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments



Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 11:33 AM

ID#: 49

RSA: RSA 21

Site Address: 3848 S Mink St, AK

Issue Type: Substandard Shoulders, Contaminated with Organics

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Organics in ditch and no proper ditch created on shoulder. Other lanes covered in snow berms as of now.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 11:30 AM

ID#: 48

RSA: RSA 21

Site Address: 3623 S Wolverine Dr, AK

Issue Type: Substandard Drainage, Flooding

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Low spot in the road with no drainage causing standing water in the roadway



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 11:28 AM

ID#: 47

RSA: RSA 21

Site Address: 15182 W Big Lake Lodge Rd, AK

Issue Type: Substandard Drainage, Ponding

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Water forming puddle in roadway. Low spot in the road with no drainage



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 11:12 AM

ID#: 46

RSA: RSA 21

Site Address: 2781 S Buoyant Dr, AK

Issue Type: Substandard Road General, No ditches on end portion of the road. Causing muddy conditions with snow melt

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments



Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: April 4, 2022 9:58 AM

ID#: 45

RSA: RSA 21

Site Address: 956-1140 N Knapp Dr, BIG LAKE, AK

Issue Type: Substandard Shoulders, Contaminated with Organics

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Ditch is full of organics on entire road from what is visible under snow.



Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 31, 2022 11:32 AM

ID#: 44

RSA: RSA 21

Site Address: 23801-23803 W Papoose Twins Rd, BIG LAKE, AK

Issue Type: Substandard Road Base, Mud/Organic Matter Contaminating Road Topping

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

Every spring hundreds of mud Mats are placed throughout the whole road. Very muddy conditions when snow melts. Picture of beginning of road, no issue right now



Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 31, 2022 11:12 AM

ID#: 43

RSA: RSA 21

Site Address: 4681-4827 S Echo Lake Dr, BIG LAKE, AK

Issue Type: Substandard Asphalt, Patching

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Needs cut out and paved. One lane around 30ft long



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 31, 2022 11:10 AM

ID#: 42

RSA: RSA 21

Site Address: 13873-14015 W Klutina Dr, BIG LAKE, AK

Issue Type: Substandard Drainage, Flooding

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Every spring road floods and sometimes is completely underwater. Flat spot nowhere for water to go. No picture as there is no issue at the moment.

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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 31, 2022 11:00 AM

ID#: 41

RSA: RSA 21

Site Address: 13720-14320 W Sunrise Dr, BIG LAKE, AK

Issue Type: Substandard Asphalt, Needs Mill and Pave

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

Entire road is chip seal. Multiple times a year in summer patching potholes taking 2-6 tons of asphalt. Needs ripped up to dirt or paved.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 31, 2022 10:32 AM

ID#: 40

RSA: RSA 21

Site Address: 852-1144 N Beaver Lake Rd, BIG LAKE, AK

Issue Type: Substandard Drainage, Ponding

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Culvert freezes and floods multiple times throughout the winter. Needs repairs and ditching



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 31, 2022 10:24 AM

ID#: 39

RSA: RSA 21

Site Address: 14161-16001 W Lakes Blvd, BIG LAKE, AK

Issue Type: Substandard Asphalt, Needs Mill and Pave

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

From beaver lake to Rogers rd multiple areas where asphalt is breaking apart, frost heaves, crack seal covering majority of road surface. Location on map marking worst part of the road.



Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 31, 2022 10:14 AM

ID#: 38

RSA: RSA 21

Site Address: 18448-18820 W Kucera Cir, BIG LAKE, AK

Issue Type: Substandard Asphalt, Needs Mill and Pave

Classify Repairs: Major (Capital project road repair through RSA board or approved bonds)

Comments

Chip seal road. Multiple areas from lakes blvd to end of chipseal where potholes form.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 30, 2022 10:17 AM

ID#: 22

RSA: RSA 21

Site Address: 3172-3346 S Beaver Lake Rd, BIG LAKE, AK

Issue Type: Substandard Drainage, Flooding

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Floods intersection every spring. Needs ditching and cross culvert.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 30, 2022 10:31 AM

ID#: 24

RSA: RSA 21

Site Address: 14775-15229 W Rocky St, BIG LAKE, AK

Issue Type: Substandard Drainage, Flooding

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Water pooled up in the road. Low spot with nowhere for water to drain.



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 30, 2022 9:50 AM

ID#: 20

RSA: RSA 21

Site Address: 12853-13201 W Lucille Creek Dr, BIG LAKE, AK

Issue Type: Substandard Drainage, Flooding

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Left hand lane low spot no drainage. Add drain pit or ditching to relieve water



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Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 30, 2022 10:11 AM

ID#: 21

RSA: RSA 21

Site Address: 2317-2401 S Shotgun Dr, BIG LAKE, AK

Issue Type: Substandard Drainage, Flooding

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Floods every spring. Have to pump away. Needs cross culvert under shotgun dr or drain pit. Superintendent discretion.



Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 30, 2022 10:25 AM

ID#: 23

RSA: RSA 21

Site Address: 3172-3346 S Beaver Lake Rd, BIG LAKE, AK

Issue Type: Substandard Asphalt, Patching

Classify Repairs: Normal (Routine road maintenance by road crew or contractor)

Comments

Area consistently forms potholes. Needs cutout or possibly infrared repair.



Road Condition Assessment

Submitted By: Alex.Forkner@matsugov.us_MSB

Submitted Time: March 30, 2022 10:36 AM

ID#: 33

RSA: RSA 21

Site Address: 14920-16162 W Dawson Dr, BIG LAKE, AK

Issue Type: Substandard Drainage, Flooding

Classify Repairs: Medium (Road repairs under 25K to be performed by contractor)

Comments

Flooding in road. Ditching or drain pit, low spot in road



Tiffany Richards

From: Jed Cox <jedediahcox@gmail.com>
Sent: Tuesday, May 10, 2022 11:46 AM
To: Tiffany Richards
Subject: RSA 21 Task Force- Report of Contact

[EXTERNAL EMAIL - CAUTION: Do not open unexpected attachments or links.]

Hello Tiffany,

May 7, 2022 I spoke with Tina and Tim Baumgardner of 16376 W. Little Beaver Lake Access.

The residents are displeased with the lack of road service to W. Little Beaver Lake Access, which is the public lake access road. The residents estimated they spent \$5,000+ last year to maintain the public access road. The residents also shared their thoughts on the time and maintenance contract. The Baumgardner's are strongly against the time and maintenance contract model.

Regards,

Jedediah D. Cox
907.302.0357
jedediahcox@gmail.com
Big Lake, Alaska

SUBJECT: AN ORDINANCE OF THE MATANUSKA-SUSITNA BOROUGH ASSEMBLY ESTABLISHING A TASK FORCE TO REVIEW AND MAKE RECOMMENDATIONS TO THE ASSEMBLY REGARDING ROAD SERVICE AREA SERVICES IN BIG LAKE ROAD SERVICE AREA 21 AND POTENTIALLY OTHER AREAS.







AGENDA OF: February 15, 2022

ASSEMBLY ACTION:

Amended & adopted unanimously
3-1-22 

MANAGER RECOMMENDATION: Introduce and set for public hearing.

MICHAEL BROWN, BOROUGH MANAGER: 

Route To:	Department/Individual	Initials	Remarks
	Originator	NS/MB	
	Public Works Director		4 Feb 2022
	Purchasing Officer		
	Finance Director		
	Borough Attorney		
	Borough Clerk		

ATTACHMENT(S): Fiscal Note: YES ☐ NO ☒
Ordinance Serial No. 22-020 (5 pp)
Previous Analysis (9 pp)

SUMMARY STATEMENT: In February 2021, the Assembly discussed the potential for reviewing existing maintenance contract standards for potential cost savings. At that time, a time and materials contract structure was suggested as a way to potentially realize costs savings. In the following months, Borough staff developed a Road Maintenance Services and Cost Analysis ("Analysis") and provided that to the Assembly and road service area advisory boards on September 29, 2021.

The Analysis attempted to review the existing fixed, firm price contract structure paid on a per-mile basis against a time and materials structure paid on a per-hour basis. The Analysis depicted figures from the Kenai Peninsula and Fairbanks North Star Boroughs and included a discussion on what may be required for providing

contract oversight and inspection. The Analysis concluded that if the Assembly would like to further explore a time and materials contract structure, that the Assembly direct the manager to develop a small scale pilot program.

Resolution 21-135 ("resolution") was introduced at the December 21, 2021 Assembly meeting, but was removed from the agenda at the beginning of the meeting when the Assembly voted to approve the agenda for that night. This resolution was then brought back at the February 1, 2022 Assembly meeting, to direct administration to establish a pilot program and provide road service area services via a time and materials contract in the Big Lake Road Service Area 21 for the period of July 1, 2022 to June 30, 2023. An amendment to this resolution was moved to direct administration to create a task force to review and make a recommendation to the Assembly regarding a time and materials contract for RSAs and should a recommendation come back favorable from the task force to establish a pilot program and provide road service area services via a time and materials contract in the Big Lake Road Service Area 21 for the period of July 1, 2023 to June 30, 2024.

The Assembly postponed this resolution until the February 15, 2022 Assembly meeting and directed the manager to propose details for a task force to address Big Lake Road Service Area 21 road maintenance services and Borough-maintained substandard roads.

AS 29.20.320(a) provides that "The governing body may by ordinance establish advisory, administrative, technical, or quasi-judicial boards and commissions." Thus, to formally establish a Task Force to advice the Assembly on the issues at hand, the Assembly should act by ordinance, and not by resolution. In addition, as per the provisions of AS 29.20.320(b), the Mayor makes appointments which are subject to confirmation by the governing body.

The ordinance here establishes a Task Force that is appointed by the Mayor and confirmed by the Assembly. The ordinance establishing this Task Force will allow the Mayor to appoint the chair, vice-chair, 3 other members and 2 alternates. In addition, the Task Force members will not be entitled to compensation or reimbursement.

Moreover, by operation of AS 44.62.310, this Task Force will be subject to the open meetings act. A quorum of the body is 3 members which means that no more than 2 members could collectively consider or discuss any issue pertinent to the Task Force outside of a meeting. To go a step further and prevent undue influence from any member of the Task Force, any member of the Matanuska-Susitna Borough, or any member of the public, the ordinance creating the Task Force contains a full, mandatory disclosure provision. Under the ordinance creating the Task Force, all Task

Force members and alternates who communicate with other Task Force members, alternates, Borough staff, or members of the public related to the issues of the Task Force shall provide a complete copy of the communication to the other members and staff of the Task Force at the next meeting of the Task Force. If such communication is not in writing, the Task Force member or alternate shall prepare an accurate description of the conversation noting the date, time, location, and people present and deliver the description to the other members, alternates, and staff of the Task Force. This mandate will promote the utmost transparency in the process and prevent any discussions from being unknown.

The Task force has no set meeting schedule and they may decide how often to meet, so long as those meetings are open to the public. The Task Force is directed to deliver a report to the Borough Assembly at the last regular Assembly meeting in 2022 and the Task Force expires the following day.

Matanuska-Susitna Borough
350 E. Dahlia Ave.
Palmer, AK 99645
www.matsugov.us

September 29, 2021

ROAD MAINTENANCE

SERVICES AND COST ANALYSIS

*How does the Borough provide road maintenance services and
is there a more cost effective method?*

IM 22-045
OR 22-020

ROAD SERVICE CONTRACTS ANALYSIS

BACKGROUND

The Matanuska-Susitna Borough (MSB) awards road service contracts in five-year increments with one contract for each of the 16 Road Service Areas (RSAs). The five-year contract term is intended to provide some stability for contractors who require capital financing to procure equipment. The costs of the contract are evaluated annually for a cost-of-living adjustment which includes changes to the cost of fuel.

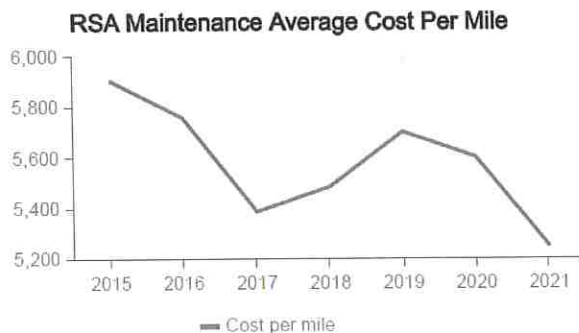
The intent of these contracts is to provide safe, courteous, competent year-round road maintenance services. The contracts are structured as a fixed, firm price on a cost-per-mile basis. During the Assembly strategic planning special meeting on February 20, 2021, the Assembly discussed road maintenance costs and there was interest in analyzing the cost of road maintenance and potentially exploring a time and materials structure in lieu of a cost-per-mile structure. A more detailed discussion on the merits of both structures is addressed later in the report.

MSB oversees all 16 RSA contracts with three road maintenance superintendents. These superintendents work in the Public Works Department and have road maintenance and construction backgrounds. These individuals serve as a liaison with the RSA Boards, address community concerns and complaints, and ensure contract compliance.

The MSB average cost per mile for RSA maintenance contracts for fiscal year 2021 was \$5,249, down slightly from \$5,603 the previous year.



ROAD COST PER MILE



Average decrease of 2%
in contract cost per mile
between 2015 and 2021

Over \$8 million
expended annually for
road maintenance

1M 22-045
OR 22-020

ROAD SERVICE CONTRACTS ANALYSIS

CONTRACT COMPARISON

The following table depicts the key differences between a cost-per-hour and cost-per-mile construct. Key differences include who bears the risk and what type of oversight and monitoring that are required. In a cost-per-mile construct, the contract is a fixed, firm price regardless of the amount of maintenance required whereas the total contract cost in a cost-per-hour contract would vary based on the amount of work required (e.g. heavier snowfall year would cost more than a lighter year).

TIME AND MATERIALS (COST-PER-HOUR)	FIXED PRICE (COST-PER-MILE)
Pay based on actual time and materials	Set price provides budgeting predictability
MSB calls out contractor as needed	Contractor responsible for monitoring and self-callout
Does not incentivize cost control or labor efficiency	Incentivizes efficiency
Considerably more oversight / monitoring required by owner	Requires effective monitoring to ensure contract standards are met; spot checking compliance is effective for most standards reducing oversight requirements
More risk born by owner	Risk largely owned by contractor
Pay only for what service is provided	Set rate regardless of maintenance required

The following compares MSB road maintenance contract structures with two other boroughs in Alaska. The Fairbanks North Star Borough (FNSB) currently has over 100 road service areas with RSA commissioners who are responsible for day-to-day maintenance operations. FNSB currently utilizes 426 commissioners for road/sewer/street light service areas.

The Kenai Peninsula Borough (KPB) is in the process of transitioning to an annual cost-per-mile contract similar to the model used by the MSB to include monitoring and self-dispatching. Previous KPB contracts were based on unit pricing and equipment hours. Contractor selection was based on a combination of pricing, qualifications and involved scoring equipment (age, size, driveline etc.) and past performance. The selection method was described as "cumbersome" and "convoluted" and had too

ROAD SERVICE CONTRACTS ANALYSIS

many "human elements." In addition to looking for a more effective and competitive contract delivery method, this transition was done in an effort to gain efficiency and cost control.

Data from KPB contracts were obtained for the three initial service areas bid this year under an annual cost-per-mile construct. These contracts were previously bid as time and material contracts and were chosen by KPB based on expiration dates of previous agreements. Throughout the initial year of these agreements, any needed changes will be made for the next round of solicitations (12 areas to be bid in 2022).

Bid results:

E1 Region (Cooper Landing area) 5.164 miles	\$12,082 per mile
E3 Region (North Seward and Lowell Point) 31.659 miles	\$11,660 per mile
W3 Region (Kasilof) 20.039 miles	\$4,192 per mile

The newly reconfigured contracts, which now include contractor monitoring as well as dispatch, are a slight reduction from FY 2021 costs for all three areas, although these reductions may not be related to the contract type. It is important to note that in addition to the new monitoring and dispatch services, the new contract structure may allow for a reduction in staff time needed to monitor and call out the contractor, and provide cost certainty and more reliable budgeting.

	<u>FY2020</u>	<u>FY2021*</u>	<u>New Contract</u>
E1	\$38,866	\$67,247	\$62,400
E3	\$212,406	\$371,619	\$369,133
W3	\$104,864	\$93,533	\$84,000

FY2021 costs represent 11 month reporting, June numbers are not yet reported.

NOTE: Regions E1 and E3 are heavy snow regions with very "disconnected" roads, adding to the cost of maintenance. Region W3 is more connected with lower annual snow volume. Road miles in these service areas are much smaller than most RSAs in MSB which also contributes to higher per-mile cost.

ROAD SERVICE CONTRACTS ANALYSIS

CONTRACT OVERSIGHT/INSPECTION

The total annual cost for road maintenance includes the maintenance contract costs discussed above as well as road service administration. Road service administration includes the following items: 1) oversight/inspection for road maintenance superintendents; 2) allocation across all RSAs for road crew support for signage, thawing, and pothole repairs on pavement; and 3) the administrative overhead shared across all RSAs.

For fiscal year 2022, the average budgeted cost for road service administration is \$2,887 per mile. This cost per mile would be added to the RSA maintenance contract cost for each RSA to determine the total annual cost for road maintenance.

As previously discussed, MSB oversees all 16 RSA contracts with three road maintenance superintendents. These individuals serve as a liaison with the RSA Boards, address community concerns and complaints, and ensure contract compliance. The costs for these personnel are shared across RSAs.

The KPB generally utilizes one full-time inspector/superintendent for each unit within their road service areas. This requires 28 personnel to provide contract oversight. This equates to one full-time employee, on average, per 23 road miles. If MSB were to use a metric of one superintendent per 100 road miles that would require a total of 11 full-time employees or eight additional full-time employees above current staffing.

The average cost for an MSB full-time road maintenance superintendent, including wages and benefits, is approximately \$150,000 annually, not including overtime. Eight additional employees would add \$1,200,000 annually which would bring the cost of road service administration to approximately \$3,953 per mile.

As KPB transitions from a time and material contract to a fixed price contract, it is reducing contract costs only slightly. However, the resulting reduction in staffing needed to oversee the fixed fee contract may produce significant savings. If MSB transitioned to time and material contracts, we should expect increases in staff costs.

ROAD SERVICE CONTRACTS ANALYSIS

SCOPE COMPARISON

Matanuska-Susitna Borough	Kenai Peninsula Borough	Fairbanks North Star Borough
Duration 5 years	3 years with up to two 1-year renewals, for a total of 5 years	1 year with up to four 1-year renewals, for a total of 5 years
Bid Type Per-mile price Bid price adjusted annually (around 1 November) for inflation	Per-mile price Bid price adjusted annually (around 1 March) for inflation	Per-item, per mile or hour, price
Response Respond without callout	Respond without callout	Callout-based
Responsibilities Summer maintenance <ul style="list-style-type: none"> • Gravelroads • Paved roads • Vegetation control • Drainage Freeze-Up Winter maintenance (level 1) <ul style="list-style-type: none"> • Gravelroads • Paved roads • Snow removal • Drifting • Icing Conditions Break-Up Miscellaneous	Summer maintenance <ul style="list-style-type: none"> • Gravelroads • Paved roads • Drainage Freeze-Up Winter maintenance <ul style="list-style-type: none"> • Gravelroads • Paved roads • Snow removal • Icing conditions Break-Up Miscellaneous	Clearing & grubbing Excavation & embankment Aggregate base & surface course Reconditioning Subbase Asphalt pavement repair Culvert & storm drains Ditch lining Sign installation Geotextile Snow removal Sanding of roadways Street sweeping Aggregate surface maintenance Drainage system maintenance Roadway vegetation maintenance

The table below illustrates the breakdown of key services within MSB and how each service is provided to RSAs. MSB maintains a road crew with thawing equipment, signage and pavement repair equipment which is leveraged to provide services to all RSAs. This is done for efficiency where each RSA contractor is not required to

ROAD SERVICE CONTRACTS ANALYSIS

maintain additional specialized equipment (e.g. steam truck, signage shop, infrared asphalt repair equipment, etc.). Funding for the full-time road crew is apportioned between all RSAs based on the percentage of total road miles maintained and capital funds allocated each year. RSAs pay only for actual hours worked within that RSA for on-call temporary road crew members.

Contractor	Services	Borough
*	Monitor conditions & respond	
	Address complaints	*
*	Submit monthly reports	
	Pavement potholes	*
*	Gravel potholes	
	Signage	*
*	Crackseal (Borough-wide contractor)	
*	Ditching	
*	Grading	
*	Dust control	
*	Sand & chip	
*	Plowing	
	Thawing	*

When maintenance is required outside the scope of the base contract, MSB may solicit quotes from the RSA contractor. This work may be sole sourced to the RSA contractor if the contractor is performing well; is caught up on contract maintenance; and the amount does not exceed \$15,000. This typically includes the following type of work: drainage upgrades, culvert installation and repair, importing surfacing material, ditch reclamation or maintenance, site distance clearing above contract requirements, repair of road failures, asphalt overlays, surface and subbase modification using a crusher, water and compact gravel roads using a Borough owned roller, improve road width and shouldering, snow hauling or blower operations, emergency repairs during flooding and earthquakes, and other road maintenance operations not included in the contract.

IM 22-045⁶
OR 22-020

CONCLUSION

CONTRACT STRUCTURE

The existing fixed price contract structure largely transfers risk to the contractor and as a firm price provides predictability in what remaining funding is available in an RSA for capital improvements. In a time and materials structure, the total cost would not be determined until after work is completed.

MSB currently provides for three road maintenance superintendents to oversee RSA contracts. In a time and materials structure, MSB would be responsible for calling out contractors from 16 RSAs on a daily basis and for increased monitoring and response. This will entail hiring additional staff members to properly administer these contracts and the geographic separation of the Borough makes it significantly more challenging than administering this type of contract as it would be within a small municipality or geographic area.

AREAS FOR IMPROVEMENT

As with any system, there is room for improvement. MSB upgrades and improves the RSA maintenance contract each time it is bid out. Improvements often include increases in the level of service provided, addition or clarification of standards and language adjustments to facilitate enforcement of the standards. Staff have identified a couple of areas for improvement in future contracts:

1. Start-up Inventories. The start-up inventories section of the contract is poorly written and over stated in the current version. Most contractors discuss the exact expectations with the Superintendent before executing so they do not waste time performing unnecessary tasks. However, the way this section is currently written creates some confusion over what exactly is required and why. The next version of this contract will clarify this section and limit it to only those tasks that are necessary and prudent. For example, the requirement to check culverts for existing damage is key to protecting MSB and a new contractor from disputes over repair costs and will be retained. Requirements to catalogue road widths are neither necessary nor a prudent expenditure of funds because MSB already knows where the road width is inadequate.
2. Roadway Traction. The section of the contract on roadway traction is difficult to enforce and encourages excessive use of traction material because the

CONCLUSION

requirement to maintain adequate traction is not specific and measurable. In previous years, equipment to measure traction was expensive and reserved for use on airport runways. However, advances in computing and Global Positioning Systems (GPS) have made precise measurement of roadway traction possible at a relatively low cost. MSB's Operations and Maintenance Division has equipment designed to measure actual road conditions including traction and is developing new precise traction standards to be included in the next version of the contract.

PILOT PROGRAM

If the Assembly would like to further explore a time and materials contract structure, administration is requesting an Assembly member sponsor legislation to direct the Manager to establish a pilot program in one RSA preferably within the requesting Assembly member's District. Staff would then work to evaluate the viability of this contract structure on a larger scale. The rationale for this approach is due to the staff time required to prepare and socialize this change with various stakeholders and the additional staff oversight that will be required to administer a time and materials contract.

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NONCODE ORDINANCE

Sponsored By: Borough Manager
Introduced: 02/15/22
Public Hearing: 03/01/22
Amended: 03/01/22
Adopted: 03/01/22

**MATANUSKA-SUSITNA BOROUGH
ORDINANCE SERIAL NO. 22-020**

AN ORDINANCE OF THE MATANUSKA-SUSITNA BOROUGH ASSEMBLY ESTABLISHING A TASK FORCE TO REVIEW AND MAKE RECOMMENDATIONS TO THE ASSEMBLY REGARDING ROAD SERVICE AREA SERVICES IN BIG LAKE ROAD SERVICE AREA 21 AND POTENTIALLY OTHER AREAS.

WHEREAS, in a report dated September 29, 2021, Borough Administration performed a Road Maintenance Services and Cost Analysis ("Analysis") for delivering services within road service areas ("RSAs") in the Borough; and

WHEREAS, one issue that was considered in the Analysis was whether there was a more cost effective method to deliver services; and

WHEREAS, the Analysis attempted to compare the Matanuska-Susitna Borough model of fixed-price contracts with Fairbanks and Kenai Boroughs' methods; and

WHEREAS, it is hard to make comparisons because of differences in services, expectations, and opportunities; and

WHEREAS, the Analysis concluded with a suggestion that if the Assembly wanted to explore a time and materials contract structure, that a resolution be brought forth to establish a pilot program to gather data that would be more easily comparable; and

WHEREAS, Resolution Serial No. 21-135 was proposed to implement a time and materials structure in Big Lake RSA No. 21 from July 1, 2022 through June 30, 2023; and

WHEREAS, the Matanuska-Susitna Borough Assembly received verbal and written comments and considered Resolution Serial No. 21-135 at the February 1, 2022 regular Assembly meeting; and

WHEREAS, during Assembly discussions, a proposal to form a task force was brought forward to have a focused group of people consider the issues; and

WHEREAS, during Assembly discussions, the issue of addressing substandard roads was also considered; and

WHEREAS, the Assembly deems it prudent to establish a Task Force.

BE IT ENACTED:

Section 1. Classification. This is a non-code ordinance.

Section 2. Creation of Task Force. A board, to be called the Road Service Area Task Force, is hereby established.

Section 3. Membership of Task Force. The Task Force shall consist of five members and two alternate members. The alternate members may attend all meetings, and be provided all materials, but may not vote unless all members are not present. In the event that one member is not present, alternate 1 may vote. In the event 2 or more members are not present, both alternates may vote. The provisions of MSB 4.05.071 (Compensation and reimbursement) and

MSB 4.05.110(A) (Officers) do not apply to the Task Force. The Mayor shall appoint the chairperson, vice-chairperson, members, and alternate members, subject to Assembly confirmation.

Section 4. Limitations, Powers and Duties of the Task Force.

1) The Task Force shall have advisory functions only, and shall not otherwise act, individually or collectively, as a borough agent.

2) All Task Force members and alternates who communicate with other Task Force members, alternates, Borough staff, or members of the public related to the issues of the Task Force shall provide a complete copy of the communication to the other members and staff of the Task Force at the next meeting of the Task Force. If such communication is not in writing, the Task Force member or alternate shall prepare an accurate description of the conversation noting the date, time, location, and people present and deliver the description to the other members, alternates, and staff of the Task Force.

3) The Task Force shall consider the following issues:

A) the adoption and implementation of an alternate contract structure in Big Lake Road Service Area No. 21 to include, but not limited to, a time and material structure;

B) the scalability or applicability of such a method to other road service areas;

C) areawide brush cutting; and

D) processes to address substandard roads Boroughwide.

4) The Task Force may consider the following additional issues:

A) how to address the issue of currently maintained roads in RSA 21 which become impassible or have major deficiencies preventing safe public access, to include whether modifications of the existing maintenance specifications are warranted or options for advancing capital improvements;

B) other issues which may be pertinent to consideration of the items contained in Section 4(3) above.

Section 5. Staff to the Task Force. The Borough Manager shall assign up to 5 staff members, and not himself, to attend and assist the Task Force in their duties. The Borough Clerk shall obtain the schedule of meetings and ensure advertising the meeting of the Task Force. The Borough Attorney shall provide staff to provide legal interpretations and discussions as needed. Staff are not voting members of the Task Force.


Section 6. Report. The Task Force shall deliver a written and oral report to the Borough Assembly no later than December 20, 2022 as to the findings and recommendations of the Task Force.

Section 7. Effective date and expiration. This ordinance shall take effect upon adoption. This ordinance, and the Task Force, will expire on December 21, 2022.

ADOPTED by the Matanuska-Susitna Borough Assembly this 1 day
of March, 2022.


EDNA DeVRIES, Borough Mayor

ATTEST:


LONNIE R. McKECHNIE, CMC, Borough Clerk
(SEAL)

PASSED UNANIMOUSLY: Hale, Nowers, McKee, Yundt, Tew, Sumner, and
Bernier