

Presentation of the Pavement Management Citizens Task Force Final Report



City Council Meeting

June 13, 2022

Presented by:

Klay Eckles, WSB Sr. Project Manager

Kelly Kayser, Chair of the CTF



Some Background

2020 Council saw report from Staff that the PMP was not meeting objectives, and a significant funding increase was needed.

June 2021 Council heard initial findings of Interim PWD that less intense rehabilitation approaches might be effective.

Council ordered creation of the Citizens Task Force to critique entire program.

October 2021 the CTF held its first meeting.



Description of the CTF

Made up of a dozen volunteer citizens and two Council members.

Given the duty of analyzing the current PMP then reporting back to City Council with a final report.

Supported by consultants WSB and Ehlers, for engineering and financial expertise, as well as city staff from Administration, Finance, Communications, Public Works and Engineering.



CTF Approach

1. Defined the CTF goals and objectives in the form of a Charter
2. Explored all aspects of pavement management to gain understanding and background.
3. Analyzed each aspect of the program and developed recommendations for improvement



CTF Approach

1. Defined the CTF goals and objectives in the form of a Charter

Specific areas covered by the Charter include:

- Measuring progress and success in the program
- Choosing streets and rehabilitation strategies
- Program Funding—is it fair, effective, and sufficient
- Road design standards and addressing rural roads
- Effective communication approaches and tools



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CTF Approach

2. Explored all aspects of pavement management to gain understanding and background.
 - Broke apart current program, studying each element and comparing to other programs
 - Brought in pavement and financial experts to educate
 - Had “homework” each meeting to study and read
 - Saw presentations from City Staff on past and present practices



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CTF Approach

3. Analyzed each aspect of the program and developed recommendations for improvement
 - Based on CTF feedback, the consultant prepared draft recommendations, then the CTF refined and adopted final recommendations
 - Recommendations are in the final report



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CTF Results

Final report contains:

- Executive Summary
- Eight Chapters covering each element of the Charter
- 25 recommendations
- Appendix with a scenario modeling potential outcomes



CTF Results

There are some very significant findings and recommendations.

- It is possible to reach the PMP goal with current funding
- Major changes are needed in terms of project types and overall program management



CTF Results

These recommendations are the work of the CTF citizens, developed by consensus; City Staff and the Consultant only facilitated the process.

Kelly Kayser, Chair of the CTF, will present the findings and recommendations of the final report



Kelly Kayser (Chair)
Cassie McKenna (Vice Chair)
Kerry Karinen (Vice Chair)
Dan Haak
Paul Mandell
Craig Kromrey
Rick Ellis
Mary T’Kach
Lisa Snell
Kelton Glewwe
Ted Zochert
Kevin Sethre

Brenda Dietrich (Council)
John Murphy (Council)

THANK YOU!



Summary of Recommendations

Broken out into six categories:

- Success and Solutions
- Utilities (as they relate to the PMP)
- Financing
- Rural Roads
- Standards for building and rebuilding
- Communications



Success and Solutions

How should success be measured?

What types of solutions are out there?

Which solutions hold the most promise for achieving PMP goals?

How should the program be implemented?



Recommendations: Success and Solutions

- ❑ Continue to use Pavement Condition Index measuring tools to gauge progress...apply to urban AND rural roads.
- ❑ Focus must be on PROGRAM progress rather than delivering very best PROJECT. That means maximize miles rehabilitated instead of building perfect projects.



Recommendations: Success and Solutions

- ❑ Therefore adopt “Minimalist Approach” when choosing solution options—what will deliver the most miles for the least cost.
- ❑ When choosing project areas and types, criteria for selection should be **cost effectiveness**. Factors like traffic volumes and road condition should be secondary; neighborhood activism should not play a strong role.



Utilities interact with street projects

How are public and private utilities impacted by road projects?

How does selection of the project type impact utilities?

What are the cost and financing implications of utilities?

What planning should occur relative to utilities?



Recommendations: Utilities

- All utilities should be self-funded, to avoid PMP money being diverted from roads.
- Long-term planning should strive to get maximum life and value out of all infrastructure—total street reconstruction should only occur when other major infrastructure needs rehabilitation.



Financing of the PMP

Are there sufficient funding sources in place to deliver a successful program?

How do we maximize our PMP dollars?

Is the city assessment policy consistent, effective and fair?

Do citizens understand where their dollars go when it comes to roads and infrastructure?



Recommendations: PMP Financing

- ❑ Most important aspect of financing program is to follow PROGRAM goal: maximizing the miles rehabilitated per dollar spent—cost effectiveness.
- ❑ CTF supports the current funding mix and assessment policy. Consistency in application of assessments is key.
- ❑ PMP monies should stay in the PMP program specifically for roadway rehabilitation (not utilities or new road construction).



Recommendations: PMP Financing

- ❑ CTF supports use of bonding if it allows a “jump start” of the program (to address the lag in assessment collection).
- ❑ To reduce truck traffic, neighborhood “self-organized” trash collection should be explored, including a City effort to educate residents of the benefits.
- ❑ Ongoing communication about how financing works, and where the money goes is highly valued.



Rural Roads

How is the City doing on rural road PM?

Is the rural road “Broad Area Patching” program working?

Is the BAP program fair and consistent?

Should the city be assessing for BAP?



Recommendations: Rural Roads

- We need to re-start pavement condition monitoring on rural roads.
- BAP using city crews is an effective strategy for rural roads and should continue—or even be enhanced.
- The direct and indirect costs to implement the BAP program should be assessed against the benefitting properties.



Road Standards

Do we have a standard for width of street?

Should sidewalks and trails be added when roads are reconstructed?

Should streets that are reconstructed be narrowed to the new city standard?



Recommendations: Road Standards

- ❑ The standards being applied in the NW area should continue. The CTF supports sidewalks on thru-roads and narrower (28' wide) streets for all future new roads.
- ❑ CTF does not support a mandate to retrofit old streets to the NW area standard but supports giving neighborhoods the option when a total reconstruction project occurs.



Communications

Are the current communications efforts working?

What additional information would the public like to see?

What should be the goal of a communication campaign?

How early should residents learn about an impending project?



Recommendations: Communications

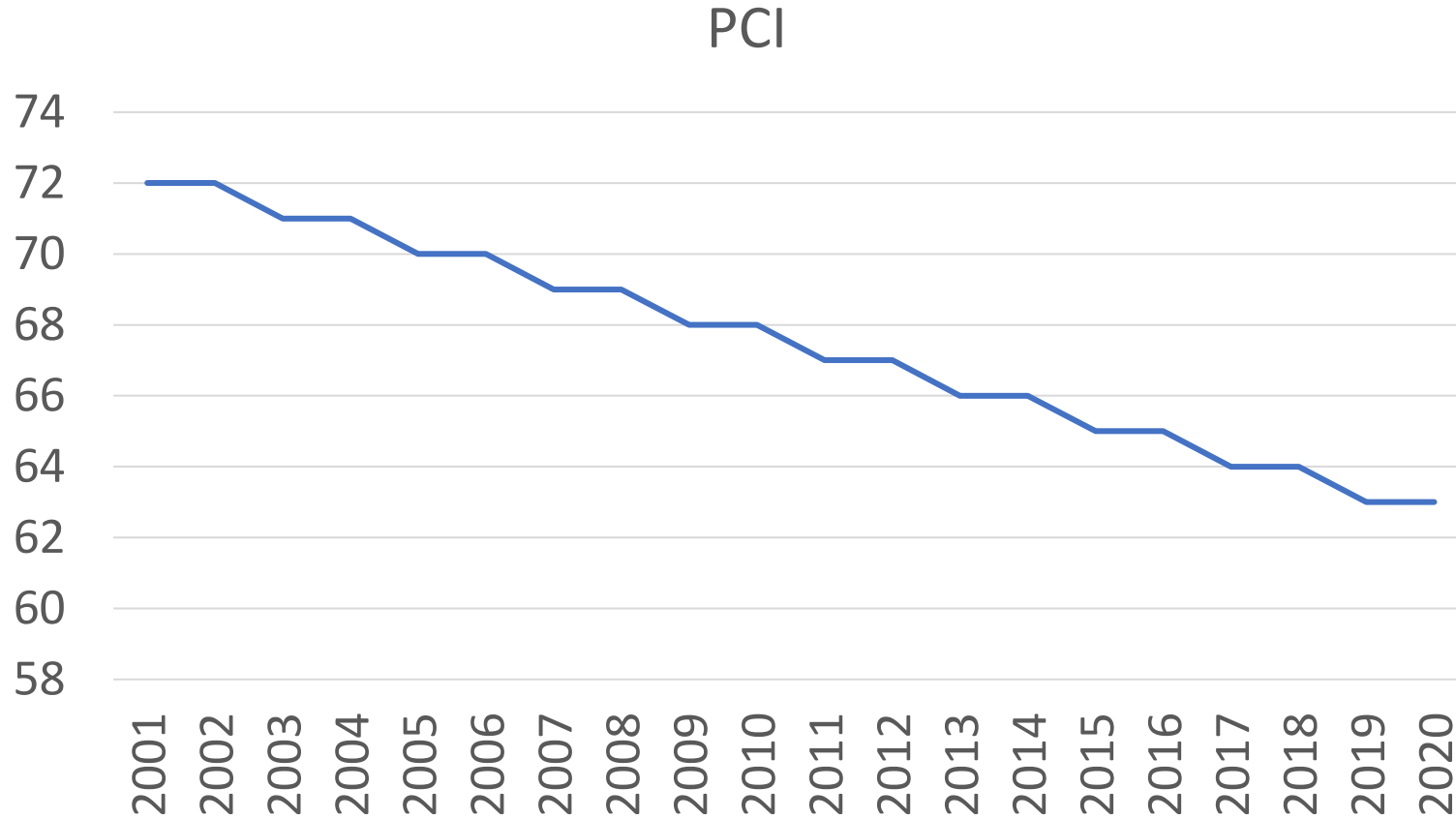
- Developing a fresh and engaging communications campaign is supported. Topics that are often misunderstood should be covered (financing, franchise fees, assessments, utility fees etc)
- Develop a long-term CIP for the PMP program so residents can see when a project might impact them
- Residents like a two-year minimum notice of a project.



Key Conclusions



Historic Pavement Condition Index

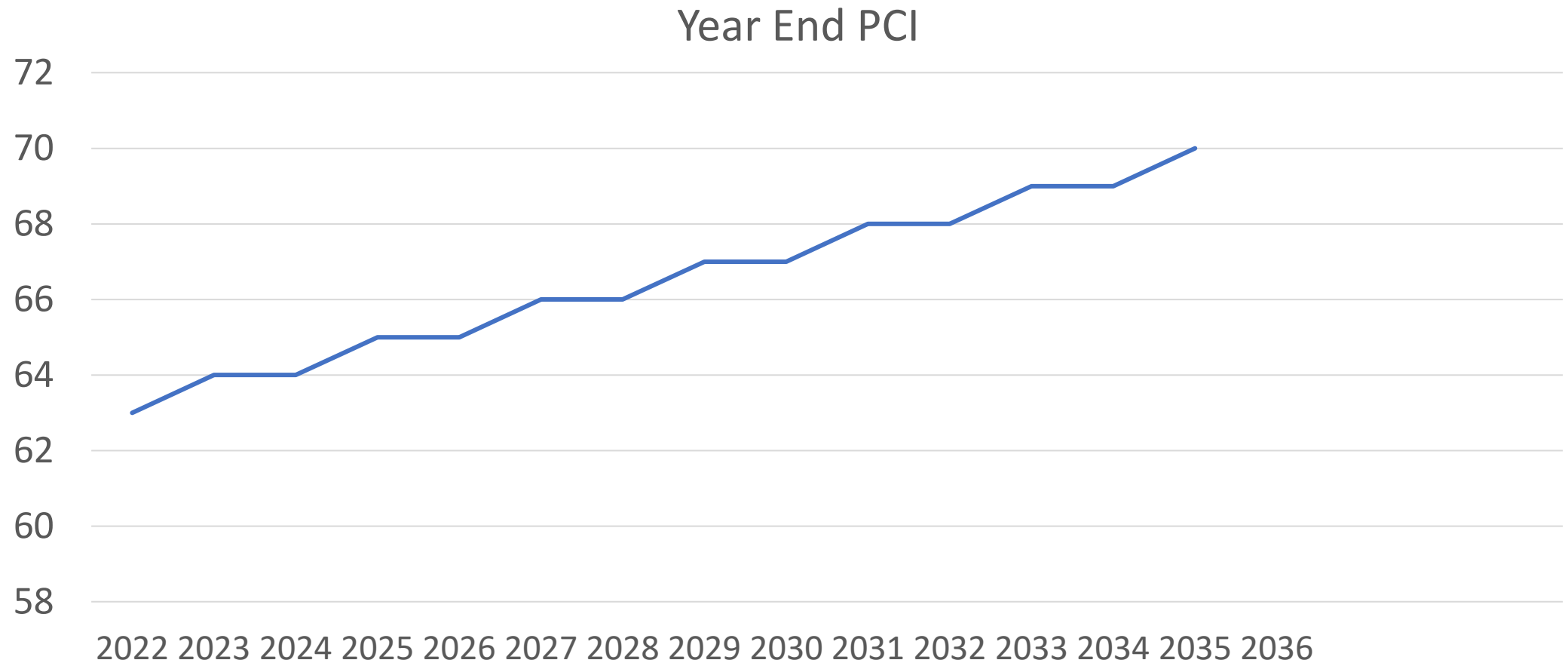


Key Conclusions

- The City does have the resources in place to achieve the pavement management goals set twenty years ago when the program launched.



Pavement Condition Index with recommendations implemented



Key Conclusions

- A major change in the focus of the program is needed if the program is to succeed.



Key Steps in New Focus

- ✓ Maximize miles of roads rehabilitated and strive for maximum life of ALL infrastructure
- ✓ Focus on **Cost Effectiveness**
- ✓ PM dollars need to track with inflation and be reserved for PM
- ✓ Utilities need to self-fund



Key Conclusions

- A program that is consistent and cost effective is what residents want
- Education and early notification is important for residents



A GREAT EFFORT!

The final recommendation of the CTF is that the Council reconvene the CTF in 10 years to look at progress and implementation.

QUESTIONS AND STAFF RESPONSE



City Staff – Next Steps

- 25 Recommendations Across Six Subject Areas
 - Success & Solutions (4)
 - Utilities (4)
 - Financing (6)
 - Rural Roads (3)
 - Road Standards & Road “Diets” (3)
 - Communications (5)



Ongoing Implementation

- Shift to “System Approach”
 - More mill and overlay, less full reconstruction
 - Prioritize project selection based on data (vs. petitions)
- Funding Consistency
 - Utilities Funds
 - Assessments after Project Completion (fall)



Ongoing Implementation

➤ Road Standards

- Utilize reconstruction projects as opportunities to narrow roadways or install traffic calming
- Consider improvements based on property owner input

➤ Better Communication

- Neighborhood meetings & website updates
- Clear “branding” of the Pavement Management Initiative efforts



Further Discussion Items

- Reviewing Pavement Condition Index Rating Methodology
- Completing Utility Rate Study (Fall, 2022)
- Developing a formal 5-year Capital Improvement Plan
- Reviewing Feasibility of Assessments for Broad Area Patching
- Exploring Additional Pavement Maintenance Techniques





City of Inver Grove Heights
**PAVEMENT MANAGEMENT
INITIATIVE**