

**NOTICE OF WORK SESSION
DELAWARE CITY COUNCIL
MONDAY, NOVEMBER 5, 2018
6:30 P.M.
1 SOUTH SANDUSKY STREET
COUNCIL CHAMBERS**

AGENDA

1. Roll Call
2. Discussion of the Findings and Recommendations of the Access Delaware Initiative
3. Public Comment
4. Next Steps
5. Adjournment



MEMORANDUM

TO: Mayor and Members of City Council
FROM: R. Thomas Homan, City Manager 
DATE: November 1, 2018
RE: City Council Work Session

Monday's work session, which starts at 6:30 p.m., is intended to provide Council with a chance to discuss the Access Delaware Transportation Initiative. This was last discussed as part of the presentation by Marie Keister, from Murphy Epsom, made at Council's August 13th meeting. At that time, Council asked for more time to discuss the report.

As background for the meeting, the following documents have been included:

- Access Delaware Engagement Research Executive Summary
- Access Delaware Engagement/Research Findings
- Access Delaware Survey Results
- 2018 Pavement Condition Report

In addition, Public Works Director, Bill Ferrigno, will provide some remarks and will be available for questions.

The goal of the Access Delaware engagement and research effort was to seek input from the community on transportation challenges facing the City of Delaware, and also to get the public's thoughts on why the 'Moving Delaware Forward' levy did not succeed.

cc: Directors

Engagement/Research Executive Summary

August 1, 2018

INTRODUCTION

The City of Delaware has a lot going for it – a quaint, historic downtown, a popular college, great new shops and attractive parks. But rapid growth and development over the last 20 years have made getting around tougher. And while growth brings benefits like more jobs and fun things to do, it also brings delays, accidents, wear and tear on our streets, and frustration for everyone.

The goal of the Access Delaware engagement and research effort was to seek input from the community on transportation challenges facing the City of Delaware, and also to get the public's thoughts on why the 'Moving Delaware Forward' levy did not succeed.

METHODOLOGY

Findings were collected over a three-month period through three methods: **Key Influencer Interviews**, **Community Forums** and an **Online Survey**. More than 1,000 people living and/or working in Delaware took part and these results are based on those conversations from March 22-May 28, 2018.

KEY TAKEAWAYS

The key takeaways from the three combined engagement and research methods include:

- **Delaware residents and workers drive to get around town.** Participants mostly utilize a personal vehicle when traveling, though there are users and communities that rely on or would utilize additional modes of transportation (i.e. DATA bus, walking, ridesharing).
- **Delaware roads need some work.** A majority (more than 65%) of participants believe Delaware's existing road network could be better maintained.
- **Driving in Delaware can be a challenge.** Similarly, participants believe driving in Delaware can be a challenge and identified an increase in traffic congestion, deterioration of road conditions and the need for safer streets (for both drivers and pedestrians) as the top issues.
- **The 2016 levy failed because residents felt overtaxed and messaging was vague.** Even though nearly half of the participants voted for the 2016 'Moving Delaware Forward' levy, those that did not said the levy failed because Delaware residents didn't want a permanent tax, felt an increase for aiding transportation improvements is not needed, and many residents already pay taxes in Delaware and another municipality.
 - Residents felt the levy message was confusing, misleading and not explained well enough.
 - Many had concerns with how Delaware's finances are collected and spent.
 - Need for better accountability, responsibility and efficiency surrounding financial resources
 - Delaware residents working outside of the city are feeling pinched twice because they pay taxes in Delaware and to another municipality

- **Maintain and improve roadways.** Participants' priorities for transportation issues include maintaining existing roadways, reducing traffic congestion at key areas and improving driver and pedestrian safety.
- **Communicate better with residents.** In order to build trust, participants asked for city officials to seek input on transportation priorities through online surveys, public meetings and more user education.

RECOMMENDATIONS

Based on input collected for the Access Delaware initiative, the following recommendations are offered.

- **The City of Delaware must make a stronger case for transportation investment needs.** While the City's resources are stretched thin, the public still sees transportation projects move forward and does not understand why funding gaps exist. The public won't support fixing a problem if they don't believe one exists.
- **The City of Delaware must communicate best practices in transportation planning and engineering.** It may seem like the best way to solve congestion, but adding more highway lanes is not always the best solution. Access Delaware should redouble education efforts to explain why the "obvious" choice is not always the right one and share with the public the trade-offs involved. Additionally, Access Delaware should strive to demonstrate how the City prioritizes and funds transportation initiatives today.
- **The City of Delaware must build trust and understanding.** There is a suspicion of government and residents are quick to assume the worst: public officials aren't spending their money wisely and they just want more of it. The reality is much different, and the City constantly has to prove it through a combination of transparency, inclusion and education. Methods for doing this include:
 - Convening a community task force to review the City's transportation/infrastructure needs, how the city can/cannot pay for them (identify gaps), review what fiscal stewardship strategies the City has already implemented, and to devise recommendations on how to meet gaps.
 - Talking to the public early and often about transportation needs and solutions. Solicit and respond to public input through letters, email, quarterly public forums, public meetings at key project milestones, and through engagement and surveys via social media platforms.

Engagement/Research Findings

These results are based on conversations and input from more than 1,000 people living and working in Delaware between March 22-May 28, 2018. MurphyEpson created an Access Delaware survey and discussion guide as the overarching framework and tools used to capture participants' comments and thoughts on transportation challenges. The survey was first discussed with and then taken by members of the City of Delaware's Citizens Academy, which kicked off the Community Forums. Modifications were made to the survey based on Citizens Academy input and the needs of the three research finding methods and evolution of the community discussions. The survey was then adapted for an online format.

Key influencer interviews

Phone interviews were conducted by the project team with key community influencers between April 19-25, 2018. Influencers were selected based on their participation in the Citizens Academy or were nominated by city staff or Delaware City Council due to their interest in city affairs. Each participant was mailed a letter of invitation. Once the interview was scheduled, the participant was emailed a copy of the survey prior to the phone interview.

Community forums

Surveys were discussed and collected through a special session of the City of Delaware's Citizens Academy on March 22, 2018 and from four small group forums conducted with the general public between April 30-May 5, 2018. These were held in the four quadrants of the city. Community forums were promoted by the City of Delaware through their social media sites, quarterly newsletter and a microsite: <http://www.delawareohio.net/access-delaware/>.

Online survey

The online version of the survey, created in SurveyMonkey, was launched on the Access Delaware microsite May 7-28, 2018. The survey included nine questions and was designed to take only 3-5 minutes for participants to complete. The survey was promoted through an eBlast communication sent on May 7 and May 22 to a 482-member contact database that included the city's quarterly newsletter subscribers, those that attended the community forums and citizens interested in transportation. The survey was also heavily promoted through the city's social media platforms. Survey respondents were encouraged to pass the survey on to other Delaware neighbors and friends for increased participation.

KEY INFLUENCER INTERVIEW RESULTS

The project team conducted 16 open-ended, confidential interviews using a 15-question version of the Access Delaware survey. Fifteen surveys and one commentary were collected. A comprehensive summary of the Key Influencer Interview results can be found in Attachment A. An overview of the 15 survey results follows. **NOTE: Some percentages shown do not add up to 100 percent.**

Participant demographics

- Diversified age range with most between 25 to 74 years old
- Lived in Delaware for an average of 21 years (median of 20 years)
- Represented 14 different neighborhoods (13% live downtown)
- 67% work in Delaware
- Of the 33% that work outside Delaware – jobs are located in Columbus, Findlay, Lewis Center and Marion.

Traveling around Delaware

- 100% of participants often drive when they travel in Delaware
- 53% sometimes walk
- 73% never ride a bike
- 47% never carpool
- 100% never hail an Uber or ride a bus.

Delaware's current transportation system

- 67% of participants believe roads could be better maintained
- 33% think roads are well-maintained

Ease of driving in and around Delaware

- 73% of participants thought there was a little bit of a problem
- 20% have no problems
- 7% think there is a major problem
- Of those concerned, 27% think traffic congestion is part of the problem
- Participants are also concerned about:
 - East to west connections
 - Pinch points/bottlenecks
 - Driver education
 - Road maintenance
 - Limited transportation options

Transportation issues facing Delaware

- Of the transportation issues facing Delaware, those surveyed thought safer streets and limited funding for improvements were the most important issues.
- This was followed by roadway congestion and delay, age and condition of the roads.
- The availability of sidewalks, bike lanes and trails were still deemed important to residents.
- Some issues had mixed results including improved connections between sidewalks and stops and the availability of public transit.

Why the 2016 transportation tax levy failed

- #1 – Not explained well enough

- #2 – Didn't want to pay more taxes
- #3 – Other:
 - Permanent tax compared to temporary or limited tax that would be subject to reappear on a future ballot (i.e. 5 years)
 - Lack of faith and trust in city decision making
 - Citizens felt previous messaging indicated that the levy was a done deal and the city would move forward no matter what

Support for increasing income tax to address transportation needs

- 33% support increasing the income tax
- 47% support an increase but with conditions:
 - A specific transportation plan
 - Money should be spent on transportation (roadway) improvements before bike paths
 - Monies won't be spent on other non-related transportation projects
 - The tax would be temporary (future tax increases would require additional ballot) with an exact amount of increase per resident provided
 - If the tax increase keeps Delaware affordable
- 20% would not support increasing the income tax
 - City should make do with what it has
 - Don't want to pay more taxes
 - City should look for other sources of funding
 - City should cut unnecessary expenditures before raising taxes

Transportation needs priorities

- #1 – Reducing traffic congestion and delay
- #2 – Taking care of our existing roadways such as fixing potholes, paving more streets
- #3 – Improving safety
- #4 – Expanding the transportation system by constructing new roads in and around Delaware

Other thoughts on transportation needs

- Traffic needs diverted from SR 36/37 to US 23 before the "Point"
- Better public education on transportation/municipal issues is needed
- Utilize social media more as a way of informing the public about issues/meetings
- Shouldn't have to pay for a road that others are using to pass through (i.e. "Point")
- City needs to hold developers accountable for increase in traffic
- Look for better ways to spend what we currently have

Commentary from Leader of the Vote No Delaware Road Tax Increase

What Better Roads for Delaware did wrong:

- City introduced a permanent tax levy with no end that was a grab for cash
- City council wasn't willing to be flexible with proposals to residents; initiative was already a 'done deal' by the time residents had a chance to 'review'
- City was unprepared for questions that affected residents; no detailed plans were provided
- Federal and state funding was available to fund the "Point" project
- Citizens were interested in the idea of an outer belt and the city dismissed this option

What a future initiative should do:

- Propose a project with a firm time frame, reasonable budget and clear plans
- 85% of funding should come from federal/state with 15% allotted from a levy of less than 5 years
- Maintain what you have and make sure the community agrees that the project should be built
- When city council builds trust with the community, the community will fund subsequent projects
- Current business plan isn't working (i.e. development pays for initial road and then years later city has to pay to maintain them); Hire a full-time engineer to build roads
- City should sell some of the large portfolio of properties it owns to fund road maintenance projects
- Focus on a real alternative – an outer belt, which will save existing roads from trucks

COMMUNITY FORUM RESULTS – CITIZENS ACADEMY

An initial meeting with the City of Delaware's Citizens Academy resulted in the collection of 15 surveys. A comprehensive summary of the Community Forum results can be found in Attachment A. An overview of the survey results follows. **NOTE: Some percentages shown do not add up to 100 percent.**

Participant demographics

- 60% of participants ranged from 45-64 years old
- Lived in Delaware for an average of 10 years (median of 4 years)
- Represented 6 different neighborhoods (40% are from Northwest Delaware)
- 40% work in Delaware
- Of the 33% that work outside Delaware – jobs are located in Fredericktown, Liberty Twp., Marysville, Westerville and Worthington (the remaining 27% are retired)

Traveling around Delaware

- 100% of residents often drive when they travel in Delaware
- 67% sometimes walk
- 53% sometimes carpool
- 73% never ride a bike
- 100% never hail an Uber or ride a bus.

Delaware's current transportation system

- 67% of residents believe roads could be better maintained
- 13% think roads are well-maintained

Ease of driving in and around Delaware

- 73% of residents thought there was a major problem
- 20% think there is a little bit of a problem
- Residents are also concerned about:
 - Pinch points/bottlenecks
 - Traffic congestion
 - East to west connections

Transportation issues facing Delaware

- Of the transportation issues facing Delaware those surveyed thought safer streets, road conditions and congestion were the most important issues
- This was followed by funding and availability of sidewalks, bike lanes and trails
- The availability of transit and new housing needs for millennials and older adults were still deemed important to residents.

Why the 2016 tax levy for transportation needs failed

- #1 – Didn't want to pay more taxes
- #2 – Not explained well enough
- #3 – Other:
 - Open-ended permanent tax
 - Voters wanted others to pay for it
 - Older community/voters with a lack of vision

Support for increasing income tax to improve transportation needs

- 20% support increasing the income tax
- 27% support an increase but with conditions:
 - Explain where monies will go
 - Use multiple sources of funding – use tax, fees, licenses, income tax, property tax, etc.
 - Also open to other funding methods
- 33% would not support increasing the income tax
 - City should look for other sources of funding
 - Don't want to pay more taxes
- 20% aren't sure

Transportation needs priorities

- #1 – Reducing traffic congestion and delay
- #2 – Taking care of our existing roadways such as resurfacing them and fixing potholes
- #3 (tie) – Improving safety
- #3 (tie) – Expanding the transportation system to serve new growth
- #3 (tie) – Improving access of people to jobs, health care, education and other services

COMMUNITY FORUM RESULTS – NEIGHBORHOOD SMALL GROUP FORUMS

During four neighborhood small group forums, 20 surveys were collected. A comprehensive summary of the Neighborhood Small Group Forum results can be found in Attachment A. An overview of the survey results follows. **NOTE: Not all respondents answered all questions provided and some percentages shown do not add up to 100 percent.**

Participant demographics

- 65% of participants ranged from 45-74 years old
- Lived in Delaware for an average of 15 years (median of 10 years)
- Represented 11 different neighborhoods
- 50% work in Delaware
- Of the 15% that work outside Delaware – jobs are located in Columbus and East Liberty (the remaining 35% are retired)

Traveling around Delaware

- Most residents (90%) often drive when they travel in Delaware
- 40% sometimes carpool
- 35% sometimes walk
- 80% never ride a bus
- 70% never ride a bike
- 65% never hail an Uber

Delaware's current transportation system

- 65% of residents believe roads could be better maintained
- 30% think roads are well-maintained

Ease of driving in and around Delaware

- 65% of residents think there is a little bit of a problem
- 25% thought there was a major problem
- 5% didn't think there was any problem

Transportation issues facing Delaware

- Of the transportation issues facing Delaware those surveyed thought safer streets was the most important issue
- This was followed by availability of public transit, and limited funding for transportation maintenance and improvements
- The availability of sidewalks, bike lanes and trails, improved connections between sidewalks and transit stops, age and condition of roads and roadway congestion and delay were still deemed important to residents

Why the 2016 tax levy for transportation needs failed

- #1 – Other:
 - Flawed message
 - Listing specific projects
 - Staff talking down to residents
 - Too many other competing ballot measures
 - Better prioritization
 - Residents believe politicians lie
 - Surprised measure failed
 - Negative campaign against the levy
 - Voters who need transportation can't get to the voting booth (poor, elderly)
 - Not informed enough on issue

Support for increasing income tax to improve transportation needs

- 55% support increasing the income tax
- 15% support an increase but with conditions:
 - Need to see the value
 - A limited dollar amount for a tax (not too large)
 - Tax is spread over five years
- 10% would not support increasing the income tax
- 20% aren't sure

Transportation needs priorities

- #1 – Improving access of people to jobs, health care, education and other services
- #2 – Increasing public transportation options
- #3 – Taking care of our existing roadways such as fixing potholes, paving more streets
- #3 – Increasing bicycle and pedestrian accommodations
- #3 – Improving connections between different types of transportation (e.g., walking, bicycling, riding transit, driving)

Other thoughts from the community forums

- City officials need to listen to residents more
- City is over taxed and social services that support older adults, schools and people with disabilities generally come before transportation initiatives
- Not enough public transit and walking/biking options
- Semi-trucks traveling through Delaware to US 23 are a problem
- Surprised first levy failed
- Lack of downtown parking is an issue
- Too many potholes
- Some felt that specific projects listed on the previous levy did not provide benefits

ONLINE SURVEY RESULTS

The online survey collected responses from over a thousand participants between May 7-28. A comprehensive summary of the Online Survey results can be found in Attachment A. An overview of the 1,014 online survey results follows. **NOTE: Not all respondents answered all questions provided and results are based on the responses to each question.**

Participant demographics

- 72% of participants ranged from 35-64 years old

Traveling around Delaware

- Most residents (93%) often drive when they travel in Delaware
- 56% sometimes walk
- 45% sometimes carpool
- 96% never ride a bus
- 88% never hail an Uber
- 70% never ride a bike

Delaware's current transportation system

- 77% of residents believe roads could be better maintained
- 32% think there are not enough options for people who walk or ride bikes
- 23% think there is not enough public transportation

Ease of driving in and around Delaware

- 58% of residents think there is a little bit of a problem
- 23% thought there was a major problem
- 18% didn't think there was any problem

Transportation issues facing Delaware

- The top three transportation issues facing Delaware include
 - Reducing roadway congestion and delay
 - Improving condition of roads
 - Making streets safer for car, bike and pedestrian travel

Why the 2016 tax levy for transportation needs failed

- Nearly half of the respondents (47%) noted they voted for the 2016 levy
- Reasons why the levy failed:
 - People don't want to pay more taxes (17%)
 - Tax increase was not needed (11%)
 - Residents that commute to work and pay taxes in another municipality – didn't want to pay additional taxes (10%)
- 18% of respondents did not vote

Support for increasing income tax to improve transportation needs

- 30% support increasing the income tax
- 24% support an increase but with concerns
- 31% would not support increasing the income tax
- 15% aren't sure
- The top three concerns from those that support a tax with caveats and those that voted no are:
 - Need for better accountability, responsibility and efficiency in handling of financial resources
 - Over-taxation
 - Reciprocity of taxed income with cities where residents work (Columbus, etc.)

Transportation needs priorities

- #1 – Taking care of our existing roadways such as fixing potholes, re-paving more streets
- #2 – Reducing traffic congestion and delay
- #3 – Improving safety

How city officials can earn the public's trust regarding transportation needs

- 56% of respondents would like to seek more input on transportation priorities through online surveys
- 47% seek more public education from the city
- 47% seek more input on transportation priorities through public meetings
- 31% want the city to convene a community task force
- 17% gave other ideas of which the top three are:
 - Keep community frequently informed
 - Be good stewards of our tax dollars
 - Listen, consider, respond and act on residents' input

Survey Results – Online Survey

May 7-28, 2018

OVERVIEW

1,014 online surveys were collected to seek input on transportation needs and priorities. The survey was promoted via email, website and social media posts. Respondents were asked 9 questions and results are based on total responses received per question (unless noted otherwise). An overview of the online survey is shown below.

SURVEY RESULTS

1) What is your age range? (Total responses = 1,014)

Under 18	18-24	25-34	35-44	45-54	55-64	65-74	75-84	85+
1	10	146	281	231	212	104	23	6
0%	0%	14%	28%	23%	21%	10%	2%	0%

Of those surveyed, 72% of participants ranged from 35-64 years old.

2) When traveling around Delaware to work, shop, or for any other purpose that's not for exercise only, please indicate how you travel and how often you travel this way. (Total responses = 1,013)

Walk (857)			Ride a bike (811)			Drive (1,003)			Ride DATA (794)			Carpool (818)			Uber (788)		
Often	Some	Never	Often	Some	Never	Often	Some	Never	Often	Some	Never	Often	Some	Never	Often	Some	Never
148	484	225	24	219	568	934	56	13	9	25	760	98	367	353	6	86	696
17%	56%	26%	3%	27%	70%	93%	6%	1%	1%	3%	96%	12%	45%	43%	0%	11%	88%

NOTE: Percentages are based on response totals for each mode of travel (shown in parentheses in above table).

Nearly all respondents surveyed (93%) said they often drive when they travel in Delaware. Other modes include sometimes walking (56%) or carpooling (45%). 96% of respondents never ride a bus, nor do they hail an Uber (88%), or ride a bike (70%).

Respondents were also given an option to specify "other" transportation modes which resulted in 38 responses. Of these only four were actual modes and include 1) Motorcycle, 2) Lyft, 3) Electric scooter and 4) Wheelchair. Other comments focused on the following themes:

- Unaware of ridesharing service/more ridesharing services needed
- Limited DATA transit routes/service
- Not enough safe pedestrian routes/access (no sidewalks, etc.)
- Lack of parking

3) Of the following options, how would you describe the current transportation system in Delaware? Pick all that apply. (Total responses = 1,011)

Roads are well-maintained	Roads could be better maintained	Not enough options for people who walk or ride bikes	Not enough public transportation	Don't know
176	775	320	232	11
17%	77%	32%	23%	1%

NOTE: Because respondents could choose multiple answers, percentages do not total one-hundred percent. Most respondents said that roads could be better maintained in Delaware (77%), while 32% believe there are not enough options for people who walk or ride bikes.

4) How would you describe the ease of driving in and around Delaware? Pick one. (Total responses = 1,012)

A major problem	A little bit of a problem	Not a problem	Don't know
237	587	180	8
23%	58%	18%	1%

Those surveyed thought the ease of driving in and around Delaware was a little bit of a problem (58%) or a major problem (23%).

5) See the list of transportation issues facing Delaware below. Rank your priorities with 1 being top priority. (Total responses = 1,006)

Transportation Issue (Total)	Priority								RANK
	1	2	3	4	5	6	7	8	
Making streets safer for car, bike and pedestrian travel (938)	14% 128	17% 156	25% 232	22% 208	13% 122	5% 46	4% 39	1% 7	#3
Improving condition of roads (961)	27% 258	33% 318	16% 153	10% 94	6% 53	6% 53	3% 27	1% 5	#2
Reducing roadway congestion and delay (957)	41% 388	24% 230	14% 135	9% 90	6% 55	3% 32	3% 24	0% 3	#1
Availability of sidewalks, bike lanes and trails (936)	7% 70	12% 113	17% 155	27% 255	19% 177	11% 107	5% 47	1% 12	#4
Improved connections between sidewalks and transit stops (902)	1% 6	2% 21	5% 42	10% 88	30% 275	28% 250	22% 198	2% 22	#7
Availability of public transit (e.g., DATA Bus) (923)	5% 48	3% 32	6% 58	7% 65	11% 103	31% 286	30% 279	6% 52	#6

Transportation Issue (Total)	Priority								RANK
	1	2	3	4	5	6	7	8	
Maintaining adequate funding for transportation maintenance and improvements (950)	8% 76	11% 109	18% 175	13% 123	12% 118	11% 106	24% 232	1% 11	#5
Other (682)	3% 22	0% 3	1% 9	1% 10	1% 10	1% 10	3% 10	88% 597	#8

Of the transportation issues facing Delaware those surveyed thought reducing congestion, improving road conditions and safety were the most important issues.

6) In 2016 a levy asked voters to increase the income tax by 0.15 percent (about \$75 per year on household income of \$50,000) to help the City keep up with transportation needs. If you voted no, why? Pick all that apply. (Total responses = 926)

I voted yes	I didn't vote	It was not explained well enough	It was too broad	It didn't go far enough	I don't like the projects it was going to fund	I don't want to pay more taxes	I don't think a tax increase is needed to aid transportation improvements	I don't want to pay taxes where I work and in Delaware
434	168	73	86	26	86	159	105	89
47%	18%	8%	9%	3%	9%	17%	11%	10%

NOTE: Because respondents provided multiple responses, percentages are based on the number of responses (926). Nearly half of the respondents (47%) noted they voted for the 2016 levy, though 18% did not vote. Of those that voted against the levy, those respondents were given seven choices why they voted no. Respondents revealed that the 2016 levy failed because people don't want to pay more taxes (17%), a tax increase was not needed (11%), and residents that commute to work and pay taxes in another municipality don't want to pay additional taxes (10%).

Respondents were also given an option to specify "other" reasons why the 2016 levy failed which resulted in 121 responses. The most common themes heard include:

- Permanent tax compared to temporary/renewal
- Tax money must be spent more responsibly
- Didn't include option for bypass
- Confusing, misleading and vague message
- Lack of tax reciprocity

7) At 1.85%, Delaware's income tax is among the lowest in Central Ohio. Do you think it's a good idea to increase the income tax to improve roads, bridges, sidewalks and bike treatments (e.g., lanes, paths) in Delaware? (Total responses = 763)

Yes	Yes, but I have concerns...	No	Don't know
230	182	236	115
30%	24%	31%	15%

Responses to this question were varied. Thirty percent of respondents think it is a good idea to increase income taxes to support transportation improvements, and another 24% also agree, but with concerns. Though 30% of those surveyed did not want to increase taxes, 15% weren't sure.

Respondents that support increasing the tax but had concerns and those that were opposed to a tax were also given an option to further explain their thoughts. The 374 responses were summarized into 22 themes. Listed below are the top three concerns most heard:

- Need for better accountability, responsibility and efficiency in handling of financial resources
 - Cut excess spending/salaries/waste, more accountable decision-making city-wide, better planning/saving of money, make do with what you have, implement a strategic vision for the city – including all city departments and functions – from Point projects to partnerships with locating businesses to staff salary increases
- Over-taxation
 - Residents feel they are over-taxed already and cannot afford additional property or income taxes
- Reciprocity of taxed income
 - Many residents work outside of Delaware and feel they are being penalized twice on their taxed income

A list of other concerns follows:

- City should have used a different type of funding (i.e. sales tax, mill levy, bonds, federal and/or state funding, funding from businesses, gas tax)
- Need for a bypass of Delaware
- Would like to see future funds labeled, designated and specifically set aside for transportation needs and not used for other purposes
- Residents want to see more specific information on how funds would be used and well-defined plans
- Residents prefer low income taxes and while also not preferring a permanent tax, they would rather see a special one-time or renewable tax
- Maintenance/upgrade of existing roads is needed first before other pet projects (like the Point, bike paths)
- Transportation initiatives should include non-car needs (transit, complete streets, sidewalks etc.)
- Businesses/warehousing utilizing heavy trucks and new developments utilizing roads should pay for improvements; or a toll should be set in place for heavy trucks using roads in Delaware
- Some residents felt that bike paths are not a priority, while a smaller group wanted to see more bike paths and sidewalks
- Residents wouldn't mind a small one-time tax increase

- Previous fixes to roadways have been band-aid approaches
- More focus on downtown parking
- Previous levy message was confusing, misleading and vague
- Residents felt that the existing roadway conditions are currently maintained and handle the traffic flow

8) With limited funding, what transportation priorities should the City focus on? Rank your priorities with 1 being top priority. (Total responses = 805)

Transportation Issue (Total)	Priority										RANK
	1	2	3	4	5	6	7	8	9	10	
Improving safety (707)	16% 111	13% 90	25% 175	23% 162	10% 71	5% 36	3% 23	4% 27	2% 11	0% 1	#3
Reducing traffic congestion and delay (754)	32% 245	37% 277	14% 105	7% 52	3% 22	3% 23	2% 15	1% 10	0% 1	1% 4	#2
Taking care of our existing roadways such as fixing potholes, re-paving more streets (772)	38% 297	25% 194	22% 168	7% 52	4% 33	1% 11	1% 10	1% 5	0% 1	0% 1	#1
Building new roads in and around Delaware (724)	5% 37	10% 71	19% 136	29% 207	9% 65	6% 47	6% 47	8% 59	6% 42	2% 13	#4
Increasing public transportation options (e.g., DATA Bus) (700)	4% 31	4% 28	5% 36	7% 50	34% 235	16% 112	11% 74	10% 71	4% 45	3% 18	#6
Building more bicycle and pedestrian accommodations (sidewalks, bike lanes and trails) (713)	4% 30	9% 61	5% 36	11% 76	15% 105	34% 241	13% 92	5% 38	4% 28	1% 6	#5
Improving connections between different types of transportation (e.g., walking, bicycling, riding transit, driving) (706)	1% 8	4% 30	6% 43	6% 40	9% 65	18% 125	42% 295	11% 81	2% 17	0% 2	#7
Ensuring roadways are capable of accommodating new technologies such as self-driving vehicles (693)	0% 0	1% 4	2% 12	2% 16	2% 17	4% 26	7% 48	42% 289	31% 217	9% 64	#9
Improving access of people to jobs, health care, education and other services (716)	4% 31	3% 25	5% 39	8% 60	11% 81	8% 54	10% 69	12% 89	37% 265	0% 3	#8
Other Issue (558)	2% 11	0% 1	1% 7	1% 3	1% 6	1% 5	1% 6	1% 7	7% 38	85% 474	#10

Because respondents were asked to rank their priorities, percentages are based on the number of responses to each issue. Many respondents believe the city should focus on 1) Taking care of our existing roadways, 2) Reducing traffic congestion, and 3) Improving safety.

9) How could City of Delaware officials do more to earn your trust regarding transportation needs? Pick all that apply. (Total responses = 975)

Convene a community task force	Provide more public education	Seek more input on transportation priorities through public meetings	Seek more input on transportation priorities through online surveys	Do nothing more, I'm satisfied with the way things are	Other
300	458	456	543	81	163
31%	47%	47%	56%	8%	17%

Because respondents provided multiple responses, percentages are based on the number of responses (926). Respondents would like to see the city provide more online surveys in collecting their input to better earn their trust (56%). Other ways this can be accomplished are through more public education and public meetings (both 47%).

Of the 17% of respondents that chose "Other" – 163 comments were collected and summarized into 17 themes. Listed below are the top three concerns most heard:

- Keep community frequently informed
 - Provide transparent, detailed information, plans and education on city initiatives (through multiple platforms - online, social, print and mailings)
- Be good stewards of our tax dollars
 - Spend existing tax money more responsibly and transparently, and adequately fix our roads
- Listen, consider, respond and act on resident input

A list of other ways officials can earn citizen trust regarding transportation needs follows:

- Take care of existing roadway needs before addressing new development concerns
- Work with county and state officials to build an outer belt around the city/ route traffic around city
- Address/increase downtown parking issues (i.e. more 10-hour parking spots) and build a downtown parking garage
- Reduce taxation; stop asking people for more money they cannot afford to give
- Provide public transportation for all ages/people; increase DATA ridership
- Fix issues at the Point/Central Avenue/Can Opener/SR 36
- Make better decisions and/or elect new representatives and hire city new officials
- Work with consultants to create an evidence-based comprehensive master plan (long term strategy)
- Improve pedestrian and driver safety through sidewalk improvements, signage and driver education
- Limit unnecessary projects (like at the Point/Railroad, infrastructure for new development, bike paths)
- Don't waste money on engineering/planning studies and consultants
- Offer full reciprocity for those who work elsewhere
- Educate via online social platforms like Facebook Live and Nextdoor



In addition to citizen's concerns, there was some feedback in support of the current efforts/improvements, tax levy, and outreach mechanisms like the Citizens Academy.





2018

Pavement Condition Report

Access Delaware
Let's get there together

City of
Delaware

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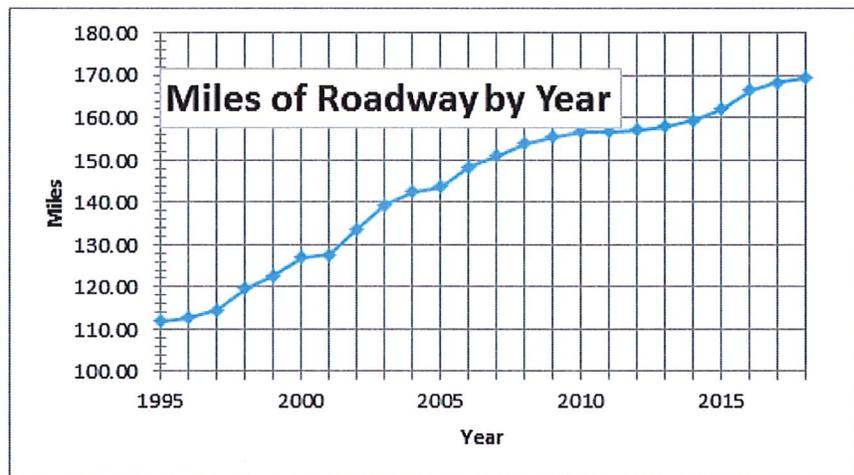
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Existing Conditions - Delaware Today

The City of Delaware is responsible for maintaining 169 miles of roadway. As Delaware has grown over the past 20 years, so too has the City's network by an average of 2.5 miles per year. (See chart) Delaware's street network is a significant public asset, valued at over \$300 million and used by every one of our 40,000-plus residents in some way. It is one of the most critical assets owned and maintained by the City. To sustain this pavement investment, Delaware must invest an estimated \$2.9 million on an annual basis, an amount that significantly exceeds the current available resources.

In Delaware, a visual rating system is utilized that assigns pavement condition ratings to pavement sections ranging from "Very Good", "Good", "Poor" to "Very Poor". This method allows for the relatively quick assessment and assignment of pavement condition ratings to all streets within the City's roadway network on an annual basis. Ratings are performed by City

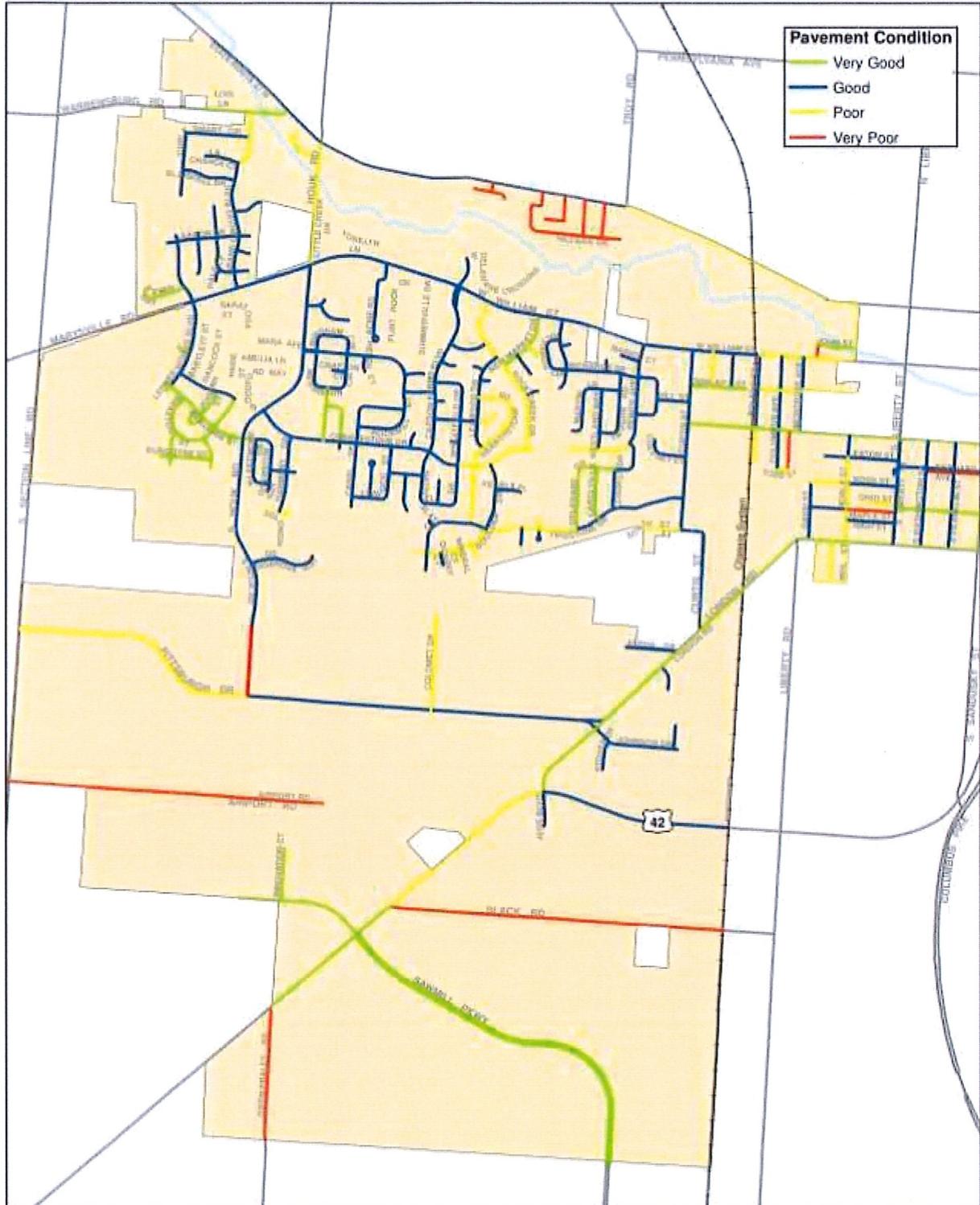


staff, trained to identify pavement deficiencies including cracking, rutting, potholes, base failures etc. A summary of the 2018 pavement ratings is shown below.

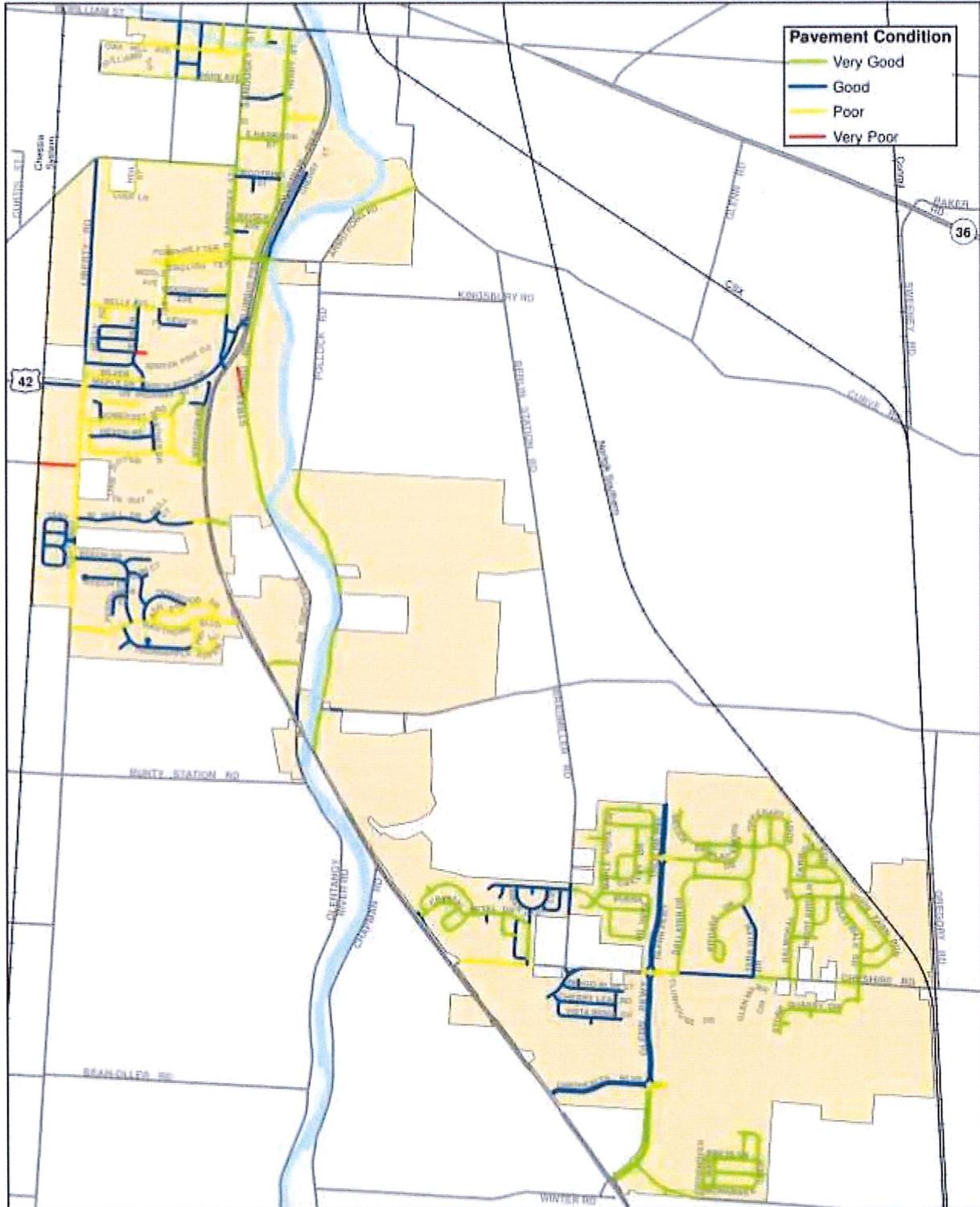
2018 Pavement Condition Rating Summary				
Condition		Lane Miles*	Percent Miles	Appropriate Maintenance Treatment
Very Good		40	25%	Crack Sealing Required
Good		83	52%	Surface Sealing Required
Poor		30	19%	Resurfacing (Mill/Fill) Required
Very Poor		6	4%	Reconstruction Required

* Exclusive of US23 – 10 miles that are resurfaced by the Ohio Department of Transportation

Ward II Pavement Condition Ratings



Ward III Pavement Condition Ratings



Pavement Maintenance Treatments

Preservation

Pavement preservation efforts consist of the application of asphalt surface treatments to reduce the rate by which a pavement surface deteriorates. By sealing a pavement from the intrusion of water, the life-cycle of the street can be extended by several years preserving the integrity of the pavement while reducing the overall life cycle costs. Based on Delaware's current street network, nearly \$1.0 million in annual savings could be realized through implementation of a sustainable pavement maintenance program. Pavements with a condition rating of "Good" are appropriate candidates to receive surface treatments. The City has dedicated little resources to system preservation, as the majority of funding remains allocated toward arterial pavement restoration. The picture above shows the application of an asphaltic sealant, one of the many different surface preservation treatment options available.



Resurfacing

There is a point, however, when surface deficiencies become so numerous that pavement ratings drop into the "Poor" condition, and a resurfacing effort becomes necessary. Resurfacing is a term used to describe the installation of a new top layer of asphalt. A pavement in "Poor" condition has deteriorated to the point where preservation treatments will no longer be effective. Once a street requires pavement resurfacing, the window to complete this work can be as short as a few years before the pavement deteriorates to the point where the road must be reconstructed, at a cost several times that of resurfacing.

Reconstruction

Roads in "Very Poor" condition warrant the removal and replacement of all layers of asphalt. Costs can vary greatly for reconstruction, and are not as easily estimated. Also, the reconstruction process is lengthy, resulting in delay and inconvenience to citizens. An important objective in a sustainable pavement maintenance program is preventing a road from dropping from "Poor" to "Very Poor" to avoid the severe cost implications to the pavement program budget.

Pavement Maintenance Funding & Limitations

A sustainable pavement maintenance program includes sufficient funding to administer a robust pavement preservation and maintenance program to address pavement condition throughout its entire life cycle. For the past several years, the City's 5-year paving program included an average expenditure of \$1.1 million annually for pavement maintenance improvements. The majority of these funds were allocated toward pavement resurfacing of major arterial and collector routes, with only a small percentage dedicated toward system preservation.

Historical funding dedicated toward resurfacing has included:

• Ohio Public Works Commission Grants	\$425,000
• State Gas Tax & License Fees	\$450,000
• County Matching Grant Funding	\$50,000
• State Community Development Block Grants	\$60,000
• <u>General Fund Revenues</u>	<u>\$115,000</u>
	\$1,100,000

Fifteen (15) years ago the City's 5-year plan allocated roughly \$500k per year for pavement maintenance. Funding has increased to \$1.1million per year only because State grant funding has been awarded to resurfacing projects. However, the City's road network has grown by 30% and the cost of paving has nearly tripled. Fifteen years ago, it cost roughly \$125,000 to resurface a mile of roadway. Today it would cost \$375,000 to resurface the same mile of roadway.

This year's evaluation confirmed that the City should be spending much more per year on pavement maintenance (preservation, resurfacing, and reconstruction combined). Unfortunately, the City does not have sufficient revenues available to support such a program and instead continues to implement a pavement maintenance strategy that focuses on allocating the majority of available funding and resources towards resurfacing arterial and collector roadways carrying the highest percent of daily traffic. Arterials and collectors are considered the most vital to safe and efficient travel. Preservation treatments simply cannot be afforded at the current level of funding.

15 years ago it cost \$125,000 to resurface 1 mile of roadway, today the cost is \$375,000

The following table summarizes the funding required to address all pavement maintenance work identified through this year’s pavement condition evaluation.

2018 Pavement Treatment Cost Summary				
Condition	Miles	Treatment	Cost per Mile	Total Cost
Very Good	40	Preservation	\$7,500	\$300,000*
Good	83	Preservation	\$100,000	\$8,300,000*
Poor	30	Resurfacing	\$375,000	\$11,250,000
Very Poor	6	Reconstruction	\$1,000,000	\$6,000,000

* Preservation costs would be spread over several year period

The purpose of conveying these figures is to demonstrate that the City has fallen significantly behind in spending required funds on pavement maintenance. The most immediate need is to address the 36 miles of pavement that have been rated as “Poor” or “Very Poor”, requiring an immediate investment of \$17 million for resurfacing or reconstruction of these streets. Costs associated with treating “Good” streets are typically spread over several years, though an annual expenditure of \$750,000 to \$1,000,000 dedicated toward system preservation would be appropriate for a street network the size of Delaware’s. Arguably, from an economic standpoint, treatment of the “Very Poor” streets could be deferred without increased consequence because the majority of pavement deterioration has already occurred. Nevertheless, at current funding levels, the number of streets requiring resurfacing or reconstruction will continue to increase until adequate resources become available to fund a sustainable pavement maintenance program.

Sustainable Pavement Maintenance

Pavement deteriorates at varying rates depending on a number of factors including volume of vehicles and large trucks, pavement drainage and surface maintenance. High volume (arterial) roads generally require resurfacing every 10 to 15 years, while less travelled residential streets may last up to 25 years and longer if properly maintained. In general, the top course of asphalt on any particular street will remain in “Very Good” or “Good” condition for a longer period if appropriate preservation treatments are applied, thus increasing the pavement’s life cycle. To reduce annual maintenance costs, it is recommended that the City introduce a significant amount of preservation effort in its pavement maintenance program – specifically targeting locations within subdivisions. In particular, surface preservations treatments such as mastic sealants and micro-overlays should be implemented to supplement ongoing crack sealing efforts.

83 miles of Delaware’s streets would benefit from an application of preservation treatments today

To demonstrate the merits of including robust preservation efforts within the pavement maintenance program, the following table summarizes annualized pavement maintenance costs for Delaware’s street network, both with and without the inclusion of preservation treatments.

Proposed Annual Pavement Maintenance Program Cost					
		Without Preservation		With Preservation	
Street	Miles	AVG Life	Annual Cost	AVG Life	Annual Cost
Local	91	20-25	\$1.9 - \$2.4M	25-35	\$1.4 - \$2.0M
Collector	42	15-20	\$1.3 - \$1.7M	20-30	\$0.9 - \$1.4M
Arterial	11	10-15	\$0.6 - \$0.9M	10-15	\$0.5 - \$0.7M
SR/US Rt.	15	10	\$0.1M	10	\$0.1M
		Totals	\$3.9 - \$5.1M		\$2.9 - \$4.2M

Important findings derived from this exercise are as follows:

1. The City should be spending at least \$2.9 million per year on pavement maintenance, and this number should be increased annually as the road network increases in size, and the cost of materials inflate.
2. Applying preservation treatments to area streets has a significant return on investment and ultimately reduces the annualized pavement maintenance program cost by over \$1.0 million annually.
3. Introducing preservation treatments results in a more sustainable pavement maintenance program.

A sustainable program includes appropriate preservation, resurfacing, and reconstruction efforts for each grouping of roadways in accordance with industry best practices in order to maximize the life cycle of the pavement surface. Following these practices will result in a lower life cycle cost. The most notable savings, estimated at just under \$1.0 million annually, would be realized concerning the local and collector streets which make up over 80% of the total street network. Failing to apply preservation treatments typically results in significantly higher restoration costs at the end of a shortened pavement life-cycle. Delaware however, has not had the necessary funds to include a broad preservation treatment program within the annual paving program.

The City should be spending at least \$2.9 million annually on pavement maintenance

Target Pavement Maintenance Strategy

To protect the future of Delaware's \$300 million roadway network, a sustainable pavement maintenance strategy must be adopted. Such strategy should include:

1. Increasing annual pavement maintenance funding to \$2.9 million. Without additional funding the growing backlog of streets rated as "Poor" and "Very Poor" will continue to increase.
2. Allocating 30% of pavement maintenance funding toward preservation treatments, focusing on local streets at the appropriate time.
3. Continuing to participate in State Urban Resurfacing Program which provides 80% funding for resurfacing of US 36, SR 37, US 42, and SR 521, and 100% of funding for US 23.
4. Increasing annual operations budget funding and staffing levels within the Public Work's Street and Traffic Maintenance Divisions to address declining service levels for roadway maintenance.
5. Incorporating new pavement maintenance technologies and innovation into the annual pavement maintenance program for improved results and cost control.

Road Condition Rating Criteria



VERY GOOD –

- “Like new” condition
- Minor crack sealing may be required
- Asphalt binder shows little or no reveal around individual stones
- Maintenance treatments will add little to no value in extending pavement life



GOOD –

- Light to moderate cracking
- Open transverse joints or cracks
- Repairs in areas may be required
- Asphalt binder shows a minor to moderate reveal around individual stones
- Ideal time to apply preservation treatments in addition to crack seal



POOR –

- Moderate to heavy amounts of cracking
- Minor to moderate structural deficiencies
- Repairs in areas are required
- Asphalt binder failing/light raveling
- Potholes begin to form
- Preservation treatments are no longer an options resurfacing is required.



VERY POOR –

- Severe amounts of cracking
- Significant structural deficiencies
- Widespread repairs required
- Asphalt binder failed/heavy raveling of surface
- Pothole are widespread
- Full depth removal and reconstruction required