

REVIVE 25 OVERVIEW

In 2015, the City of Lancaster launched the Revive 25 Program — an ambitious plan to ‘revive’ every road in Lancaster by 2025. The Revive 25 goal would require staff to retool the City’s existing pavement management program, finding creative ways to treat more roads each year with essentially the same resources. As a result, the City created a long-term strategy which placed a larger emphasis in pavement preservation, streamlined the pre-construction process, and incorporated more sustainable treatments. Under the Revive 25 program, the City has made tremendous progress towards its goal including:

Milestones

- Revived over 400 lane miles of roads — approximately 25% of the City’s entire road network
- 125,000 SF of Sidewalks Repair or Replacement
- 200 ADA Curb Ramp Upgrades
- 6,000 LF of Curb & Gutter Replacement
- 15,000 SF of Cross Gutters & Spandrel Replacement
- 200,000 SY of Road Improvements that Incorporated Asphalt Rubberize Aggregate Membrane (ARAM)
- 1,100,000 SY of Road Improvements that Incorporated Recycled Asphalt Pavement (RAP)
- 200 Lane Miles of Road Improvement Plans Approved and Ready for Future Construction
- 90% of Road Improvement Projects under Revive 25 incorporation sustainable treatment practices
- Decreased Average Number of Construction Days for Road Projects by 33%
- \$13.5 Million in Anticipated Savings Utilizing Pavement Preservation Treatments

Environmental Benefits

- Total Green House Gas (GHG) Emissions Reductions - Equivalent to NOT driving 891 passenger vehicles for an entire year
- Total Energy Saved - 16,056,396 kWh - Enough to supply 1,330 homes with electricity for an entire year.
- Prevented approximately 17,472 scrap tires from reaching the landfill

REVIVE 25 BACKGROUND

At the City of Lancaster, we receive hundreds of complaints a year regarding road issues – and most citizens assume these issues are simply a matter of City disregard. However, the 648 centerline miles of roads that are spread across the 94 square miles, make road maintenance a challenging task.

Like many municipalities, Lancaster was addressing these issues year-by-year -- every year, a list of the worst or most complained about issues throughout the City were compiled and all funding for the next year was dedicated to addressing as many of them as physically possible... plus the issues left over from the previous year. We found ourselves constantly playing catch up, and focusing all our resources on maximizing the quantity of our work, rather than the long term quality.

This also left little-to-no resources for focusing on pavement preservation -- roads that could have been receiving life-maximizing preventative maintenance were being put on the back burner, something we knew would eventually develop into additional costly repairs down the line.

We knew this situation wasn't going to get better unless we came up with a plan to address the wide spread structural issues without having to rebuild all our roads – an endeavor that would come with a \$2.7 billion dollar price tag. We also knew we had to figure out a way to better prioritize preventative maintenance to keep our currently healthy streets from degrading in the future.

THE PLAN

By rethinking when and how we addressed our road issues, a plan was developed to 'revive' all 1,700 lane miles throughout Lancaster by 2025. The Revive 25 Program involved analyzing all the City's roads, rather than the worst roads on a year-to-year basis, enabling the City to determine how to most effectively – both structurally and financially – treat each lane mile within City limits.

This comprehensive analysis was used to create a treatment schedule which includes every road in Lancaster and has been crafted with the ultimate vision of doing more for less. The Lancaster City Council has dedicated \$9 Million for every year of the ten year program, and the program is anticipated to save tax payers more than \$280 Million over the course of the decade.

A key component of the plan involves utilizing less-costly preventative maintenance on our good roads in the early stages of the program. This frees up more money down the line to be used for the roads that require more costly treatment, such as complete reconstruction. In other words, by waiting to address the roads in the worst condition later on in the program, hundreds of millions of dollars will be saved and more will be accomplished.

By taking a step back and strategizing through the lens of the larger road maintenance picture, the City has been able to increase efficiencies internally, as well. Because every lane mile's treatment date and needs are being laid out years in advance, other aspects of each project that often serve as road blocks can also be taken care of years in advance. The plans, staffing needs, materials, permits, etc. can all be drafted or acquired for each maintenance project up to three years ahead of time, meaning that the Revive 25 road crews can hit the pavement as soon as weather permits; no time will have to be wasted due to delays in any of the pre-construction processes. Similarly, 'down time' productivity during off-season or off-weather periods can be maximized, as staff can focus on securing the pre-construction items for future projects.

Another key component of the program was simplifying our road construction projects. In the past, the City would include all ADA curb ramp, sidewalk, curb and gutter improvements as part of the city's pavement management program. This would generally add additional cost and increase the number of construction days needed to complete a project. By simply bidding the concrete work of separately, and completing the work in advance of the pavement treatment project, the City received better pricing and was able to reduce the number of construction days of the pavement project by 33%. The reduction of construction days, lowered the number of days traffic control was needed, helping minimize the impact to residents and drivers.

In addition, the City has implemented new standards to incorporate sustainable treatment practices like Cold-In-Place Recycling, Asphalt Rubber Aggregate Membrane (ARAM) and Recycled Asphalt Pavement (RAP) — as aggregate for Chip Seals, Double Chip Seals and Type II Slurry Seals. Before the launch of the REVIVE 25 program, approximately 25% of road improvement projects incorporated one or more of these sustainable treatment practices. Today, more than 90% of all road improvement projects under REVIVE 25 utilize sustainable treatment practices.

THE EDUCATION

We knew we would have to inform our residents why certain roads were being treated before other roads that appeared to be in worse condition. We also knew the only way to do this would be to transparently, but simply, convey the complexities of our road issues and our plan to resolve all of them. To ensure the community is informed, engaged and supportive of the program, a series of videos and infographics are being produced. They each concisely explain the program in easily digestible terms through images and analogies. A series of smaller micrographics are also being produced, designed to explain dry, complex road related concepts at-a-glance, such as the stages of pothole formation.

The City is hosting a series of community presentations to help educate the public about the program and provide citizens an opportunity to share their feedback. Citizens can also share their input via the “Inform Lancaster” app, which was developed to enable residents to conveniently report road issues. In addition, the City has partnered with various private sector companies to host a workshops for internal staff, community members and other Cities and Counties that explains the cost and environmental benefits of preventive maintenance and the use of environmentally sustainable treatments.

THE MARKETING

The program involves a number of marketing efforts to ensure citizens are aware of Revive 25, interested in following its progress, and ultimately supportive of the program. Our ‘friendly’ door hangers, for example, are distributed to residences affected by Revive 25 road work and unlike typical road maintenance notices, these hangers convey the City’s empathy for any inconvenience the Revive 25 work may cause and provide a simple overview of the program and its goals. Similarly, advanced notice flyers have been created for distribution to schools and businesses near major corridors where road projects are taking place. Spanish language versions of these materials have also been created to broaden the reach of these materials. In addition, every project site is heavily branded with a canopy, lunchboxes, construction signs and a custom sign featuring life-size cutouts of the actual City staff that comprise the Revive 25 maintenance team.

Several online platforms are being utilized to disseminate Revive 25 information, including a Facebook page and a website, www.ABetterRoadAhead.com, which was established as the community’s one-stop-shop for all-things-roads. It includes all of the program’s marketing materials, in addition to other innovative features such as interactive maps which indicate to community members when Revive 25 will be coming to the roads that matter to them. The maps are also updated daily with information on all transportation related projects and closures taking place throughout the City.

Thanks to the groundwork laid by Revive 25, the City now has a platform through which to raise awareness about other ongoing transportation related projects, while also generating interest and culling valuable feedback from the community. Such projects as the City’s Measure-R Funded SR 138/SR 14 Corridor Improvement Projects, Master Plan of Bikes and Trails, and Master Plan of Complete Streets will greatly benefit from this established audience.