

# TRAFFIC CALMING TOOLBOX: A PROCESS IMPROVEMENT STORY

JUNE 2014

LEADERSHIP ICMA CAPSTONE

Amy Knowles, Fort Lauderdale, FL

Jennifer Payne, Gwinnett County, GA

Aaron Otto, Roeland Park, KS



# TABLE OF CONTENTS

	<b>PAGE</b>
EXECUTIVE SUMMARY	3
DECATUR TRAFFIC CALMING TEAM	7
TIMELINE OF EVENTS	8
EVENT KICKOFF POWERPOINT	9
DELIVERABLE: CURRENT STATE PROCESS	29
DELIVERABLE: FUTURE/IDEAL STATE PROCESS	31
DELIVERABLE: IMPLEMENTATION PLAN	32
BRIEFING FOR THE CITY MANAGER	35
RESOURCES: SCOPE OF WORK	84

# EXECUTIVE SUMMARY

Leadership ICMA is a competitive, intensive two-year ICMA University program designed to cultivate key competencies needed for successful leadership at all levels of local government management. Participants join a class of select individuals to complete a series of five class modules and a team-based capstone project. The City of Decatur submitted a capstone request for consulting and peer assistance with traffic calming.

## THE PROJECT

The Leadership ICMA Team provided an approach to engage City staff in the development of a process to address resident requests for traffic calming measures in an objective and standardized manner. Relevant information contained in existing approved City documents were used as the foundation of the project. The project included:

- Engaging staff to define the current process of receiving resident requests,
- Developing the ideal future process for staff and residents,
- Creating an implementation plan to bridge the areas between the existing and ideal future process, and
- Developing a Traffic Calming Toolbox for Residents, an easy to follow resource and guide to address traffic calming concerns.

The Leadership ICMA Team would like to thank the City of Decatur for this project opportunity. The team made considerable progress on-site in Decatur, and we enjoyed getting to know the dedicated, talented Decatur team and the City. This Process Improvement Story outlines the Traffic Calming Process Improvement experience and provides the deliverables outlined in the scope of work in the proposal:

- The current state process map for receiving, reviewing, and prioritizing resident requests for traffic calming;
- The future state process map for receiving, reviewing, and prioritizing resident requests for traffic calming;
- The Implementation Plan to outline responsibilities and tasks required to bridge the current state and the ideal future state; and
- The presentations and pictures captured along the way.

The Traffic Calming Toolbox is provided as a separate document which may be posted on the City's website, printed as an informational booklet for residents, or used in other creative ways to educate residents on traffic calming.

## TRAFFIC CALMING PROCESS IMPROVEMENT HIGHLIGHTS

The City of Decatur assembled a cross-disciplinary and collaborative Traffic Calming Team, from the Street Crew Supervisor to the Senior Engineer. This team was engaged and helpful through the process improvement event, and will work together to implement the new Traffic Calming Toolbox. To prepare for the on-site process improvement event with Decatur staff, the Leadership ICMA Team completed the following highlights:

- Hosted a kick-off webinar with the Decatur Team on March 5<sup>th</sup> to meet the team, learn about their roles in traffic calming, and review the scope of work of the project. The basics of a 'process improvement event' were reviewed and received useful feedback from the Decatur Team on traffic calming.
- Reviewed the City of Decatur's Strategic Plan (updated in 2010), the Community Transportation Plan (developed in 2007), and the Capital Improvement Plan (CIP) to establish a foundation for the project prior to the March 18<sup>th</sup> site visit.
- Researched traffic calming measures typically used in other communities, including photographic examples and graphics to help inform discussions at the process improvement event.
- Prepared an itinerary for the site visit, a checklist for the process improvement event, and presentation materials.

The Leadership ICMA Team led an intense, 1.5 day process improvement event from March 18<sup>th</sup> to 20<sup>th</sup>, 2014, completing the following deliverables with the Decatur Team:

- Created a current process map, illustrating the existing city process for receiving and reviewing resident traffic calming requests. This map was completed using large post-it notes along the wall to allow for visual understanding and dialogue. Each person in the room shared their current role in the process while learning the roles and responsibilities of others in the process.
- Reviewed the Community Transportation Plan (CTP) Appendix A with the team to discuss similarities and differences as presented in the CTP with the current process, and to help inform the ideal future process.
- Created a future process map, incorporating the feedback of the entire Decatur Team. Process mapping is an important tool in continuous improvement methodology. By mapping each step, opportunities to add value and eliminate waste from duplication are easily identifiable. Key improvements to the current process that were identified by the group and included in the ideal future state map include:
  - The development of communication materials to guide the resident and employees on how to address traffic calming concerns.

- The designation of one point of contact for a residential request for neighborhood traffic calming.
- The establishment of an initial meeting of the point of contact with the resident to better understand the request for traffic calming and to provide educational materials including the Traffic Calming Toolbox to the resident as a resource.
- The establishment of a Traffic Calming Committee composed of designated City staff responsible for reviewing each request and providing professional feedback.
- The provision of a neighborhood workshop hosted by the petitioner and the Traffic Calming Committee to develop a plan to calm traffic with physical traffic calming measures.
- The development of a tool to evaluate the effectiveness of constructed traffic calming projects.
- The creation of an inventory of traffic calming requests to be considered within the Capital Improvement Plan (CIP) funding process.

Additionally, the Leadership ICMA Team developed a full Implementation Plan for the Decatur Team to prioritize and advance actions for the Toolbox to be successful. The team toured the City of Decatur to view existing traffic calming measures such as mini-circles, speed humps, and medians. The Leadership ICMA Team would like to recognize the leadership of the City Manager and the Project Manager in putting together an instrumental Decatur Traffic Calming Team that included a broad representation from the streets crew supervisor, to the city engineer.

## **TRAFFIC CALMING TOOLBOX HIGHLIGHTS**

The Traffic Calming Toolbox is an excellent resource for residents interested in strategies to calm traffic in their neighborhoods. The Toolbox addresses questions that a typical resident may have including:

- What is traffic calming?
- What are traffic calming techniques in Decatur?
- How will my concerns be addressed?

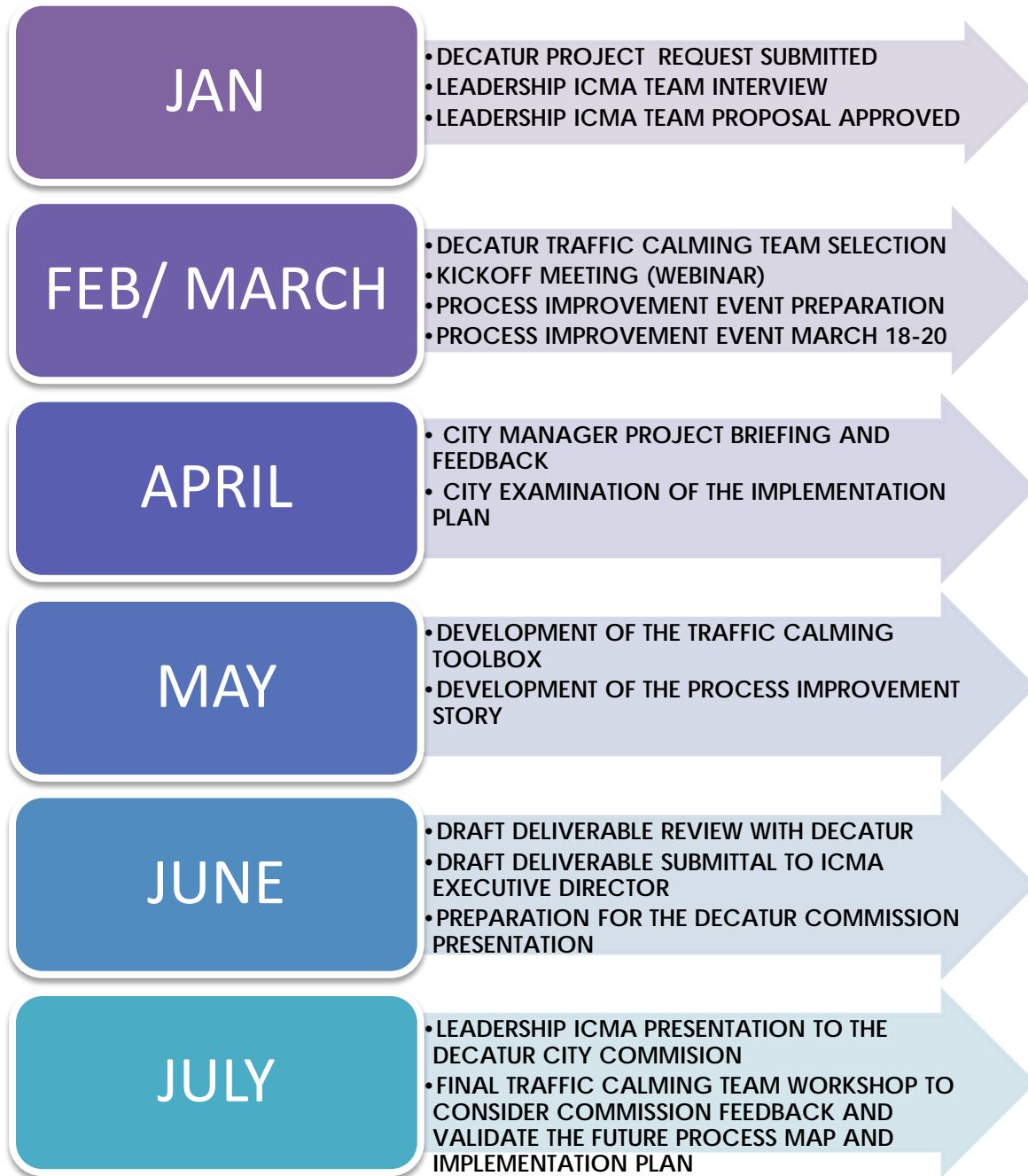
The Traffic Calming Toolbox is provided to the City of Decatur in an editable format to allow for refinement of the traffic calming approach. The Leadership ICMA Team intends for these materials to be useful for both residents and staff alike as they work together to resolve traffic calming issues in neighborhoods.

The Leadership ICMA Team would like to thank Peggy Merriss, City Manager; David Junger, Assistant City Manager; and Lena Stevens, Resource Conservation Coordinator for their leadership and support of this Capstone Project. Traffic calming concerns are likely shared by most cities, and it's our hope that these products are informative, flexible, and represent a leading example for peer cities.

# DECATUR TRAFFIC CALMING TEAM

David Junger, Project Sponsor	Assistant City Manager	Public Works
Lena Stevens, Project Manager	Resource Conservation Coordinator	Public Works
Jennings Bell	Project City Engineer	Public Works
Cheryl Burnette	Assistant Director	Active Living
Linda Harris	Chief, Division of Civic Engagement, Education & Communication	Community & Economic Development
Tim Karolyi		Police
Tony Kemp	Street Crew Supervisor	Public Works
John Madajewski	Senior Engineer	Public Works
John Maximuc	Director, Design, Environment, Construction	Public Works
James Meyers	Captain	Fire and Rescue
Amanda Thompson	Planning Director	Community & Economic Development

# PROCESS IMPROVEMENT TIMELINE





# 2014 LEADERSHIP ICMA PEER ASSISTANCE PROJECT

---

City of Decatur- Site Visit March 18<sup>th</sup> – 20<sup>th</sup>, 2014

Traffic Calming Process



# WHY ARE WE HERE?

- Engage City of Decatur staff in the development of a process to address resident requests for traffic calming measures in an objective and standardized manner
- Utilize existing approved City documents as the foundation for the project
- Create a Traffic Calming Toolbox for Residents, an easy to follow resource and guide to address their traffic calming concerns

# Scope of Services

- Engage City staff to:
  - Define the current process of receiving resident requests for traffic calming,
  - Develop an ideal future process for staff and residents, and
  - Create an implementation plan to bridge the existing and ideal future processes.
- Create a Traffic Calming Toolbox for Residents
  - Toolbox will be easy to follow resource and guide to address resident traffic calming concerns
  - Toolbox will contain educational materials on traffic calming, potential traffic calming measures, and an outline of the application process

# Team Introductions



- Name
- Length of Service
- Title/Position
- Role in the process
- Process Improvement understanding  
(scale from 1 to 10)

# What is process improvement?

- Process improvement is a systematic approach to shorten the time between customer request and service delivery by identifying and eliminating sources of waste and reducing the variation of a process
  - Quality matters

# People create value

- Organization's most valuable asset
- Employee involvement is critical... you are the front line
- Ability to make decisions and solve problems



# Why do I need it?



- There is a need for the improvements
- Makes your work easier and more meaningful
- Defines roles and responsibilities
- Improves the perception of City employees

# Rules Along the Way

- No decisions will be made today
- There are no right or wrong comments
- State your point, but remember that brevity is best
- Listen to and respect all points of view
- Suspend judgment as best you can
- Seek to understand rather than persuade
- The 'parking lot' is for important ideas and issues along the way that are not included in the scope of this project



# Step 1: Current Process Flow



- Current process places emphasis on the current steps, who is responsible and how long they take.
- Using 'butcher paper' and large 'sticky notes' for team involvement and ease.
- This will facilitate discussion, identifying sources of waste and opportunities for improvement.
- The map will also be documented in Visio by the Leadership ICMA Team.

**Document your ideas and quick wins along the way on the sticky papers!  
These will form the based of your implementation plan!**

## Step 2: Develop the Future Process Flow

- Define the ideal future process, which will document each step of the new process, incorporating the team's recommendations for improvements.
- Develop the city staff team implementation plan, which will include, each task to be accomplished to achieve the future process, including simple 'quick wins' and more complex tasks. The owner and target for each task will be identified in this plan.

## Step 3: Implementation Plan

- Develop the city staff team implementation plan, which will include, each task to be accomplished to achieve the future process, including simple 'quick wins' and more complex tasks. The owner and target for each task will be identified in this plan.

Out of clutter find **Simplicity**,

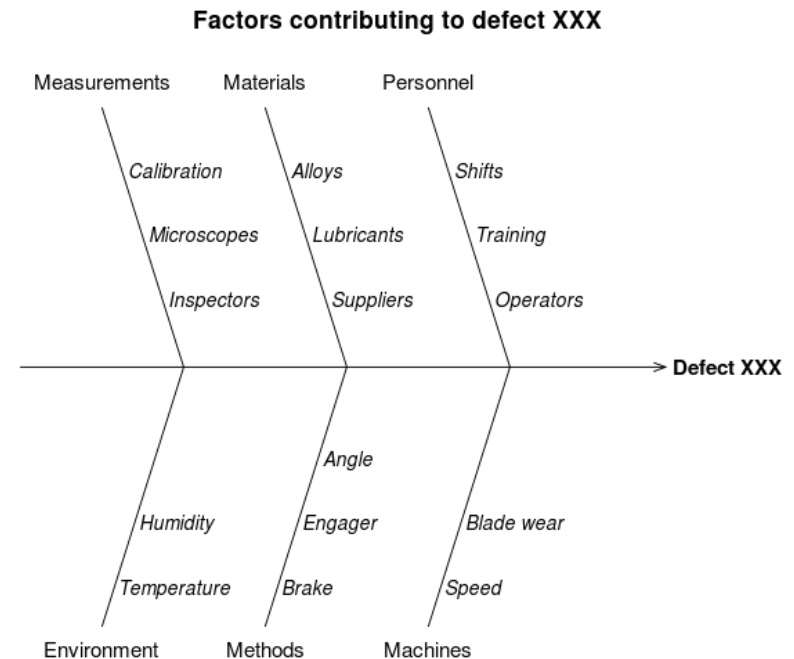
From discord find **Harmony**,

In the middle of difficulty lies **Opportunity!**

*- Albert Einstein*


# Fishbone (Ishikawa) Diagram

- Brainstorming tool
- Display key sources that contribute to the problem based on:
  - Measurements
  - Materials
  - Personnel
  - Environment
  - Methods
  - Machines



# Implementation Plan

- Critical for success
- Defines deliverables
- Define responsible
- Tracks the improvement

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1		<b>Hiring Process Improvement</b>												
2		<b>Implementation Plan</b>												
3		<b>Lean Process Improvement Event June 12,13,14, 2012</b>	<b>Lead</b>	"Just do it"	Completed?	Legislative Change?	Union?	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13
4	<b>COMMUNICATION</b>													
5	1	Develop and communicate user-friendly checklists and guidance documents for internal customers (hiring managers and employees) to understand the hiring process and their options in terms of recruitment, advertising, testing, etc. Post on LauderLink.	Susan S/ Amy											
6	2	Utilize LauderLink to share HR information for City staff such as existing Eligibility Lists.	Stacy	X										
7	3	Develop and add hiring process FAQs for hiring managers and post on LauderLink.	Stacy											
8	4	Communicate Process Improvement Team recommendations and results.	Susan S											
9	<b>TECHNOLOGY</b>													
10	5	Establish and communicate a process to hiring managers for easy IT options to conduct interviews for applicants that are out of town (ex/ Skype).	Susan K	X										
11	6	Conduct a pilot requiring that all applications are submitted electronically. Examine language needs.	Susan K/ Stacy	X										
12	7	Hold regular NeoGov user group meetings to ensure optimal use.	Susan K/ Stacy											

# Step 4: Actually Implement!

- Bi-weekly team meetings
- Action Item Status...quick updates:
  - Is the action on time?
  - What help or resources do you need to move forward?



# Celebrate Success Along the Way!

- You are a team!
  - Present to City Commission?
    - Policy discussion before you implement
  - Present to City Boards/ Important Stakeholders
  - Present to neighborhoods
  - Other communications



# March 18<sup>th</sup>

## Day #1 Process Improvement Event

- Noon: Project Team arrives in Atlanta
- 2-3pm: Presentation by ICMA Team on Process Improvement Methodology
- 3-5pm: Facilitate Process Mapping of Current Process for Receiving and Reviewing Traffic Calming Requests with Decatur team
- 6pm: Dinner with Decatur team and Budget Meeting



# March 19<sup>th</sup>

## Day #2 Process Improvement Event

10am-12pm Breakfast and Recap of Current Process

12pm-1pm Lunch

1pm-5pm Facilitate Process Mapping of Ideal Future Process for Receiving and Reviewing Traffic Calming Requests

City of Decatur team will be involved for most of the day. Process Improvement Events are highly valuable with the right stakeholders at the table for a dedicated period of time.

# March 20<sup>th</sup>

## Day #3 Process Improvement Event

- |          |  |
|----------|--|
| 8am-9am  | Breakfast and Recap of Current Process |
| 9am-12pm | Develop Implementation Plan            |
| 3pm-5pm  | Project Team Departure from Atlanta    |

# Our Contact Information

Amy Knowles, Project Lead  
aknowles@fortlauderdale.gov  
954.828.5987 (office)  
786.412.0917 (mobile)

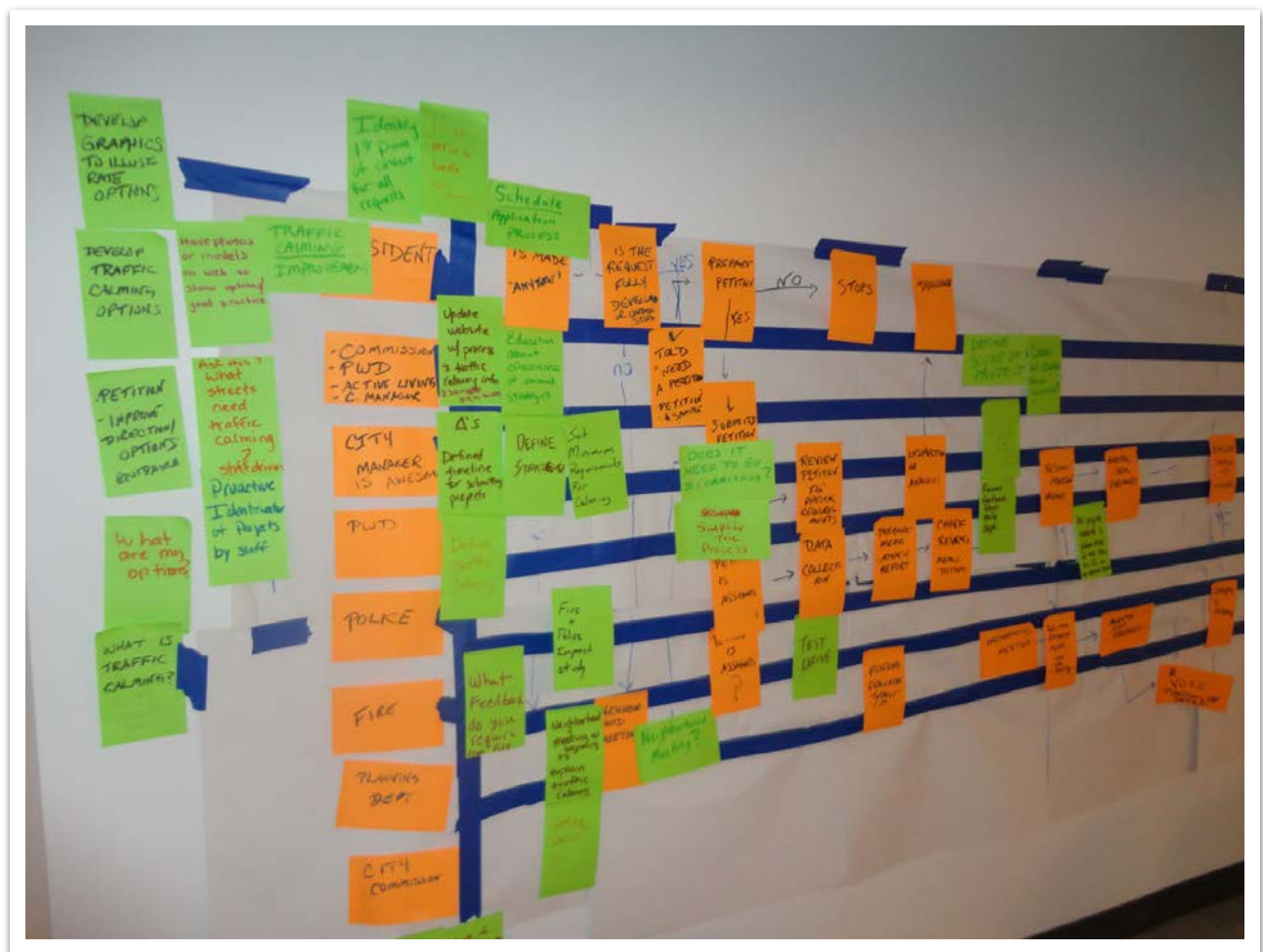
Aaron Otto, Team Member  
aotto@roelandpark.org  
913.722.2607 (office)  
571.235.2183 (mobile)

Jenny Payne, Team Member  
Jennifer.Payne@gwinnettcountry.com  
770.822.8730 (office)  
678.480.2738 (mobile)



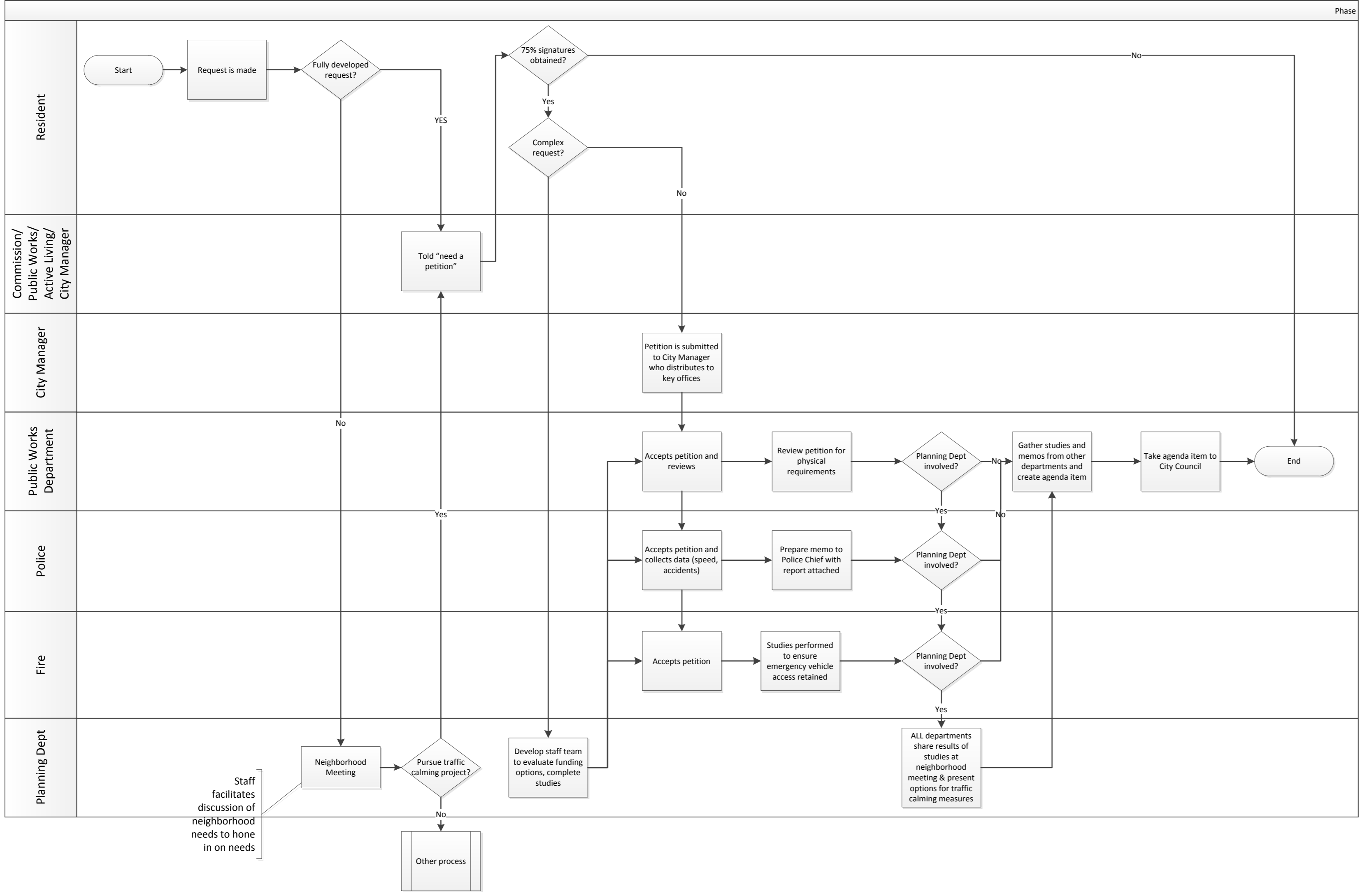
# PROCESS MAPS

The following maps, represented using Visio software, were developed by the Traffic Calming Team to illustrate the way concerns are handled now, and what a fair, efficient, do-able, and budgeted process would be. It is intended that the future state map be refined over time, and serve as an excellent resource for staff and decision makers. The future state is illustrated in easy to follow steps in the Traffic Calming Toolbox for Residents.

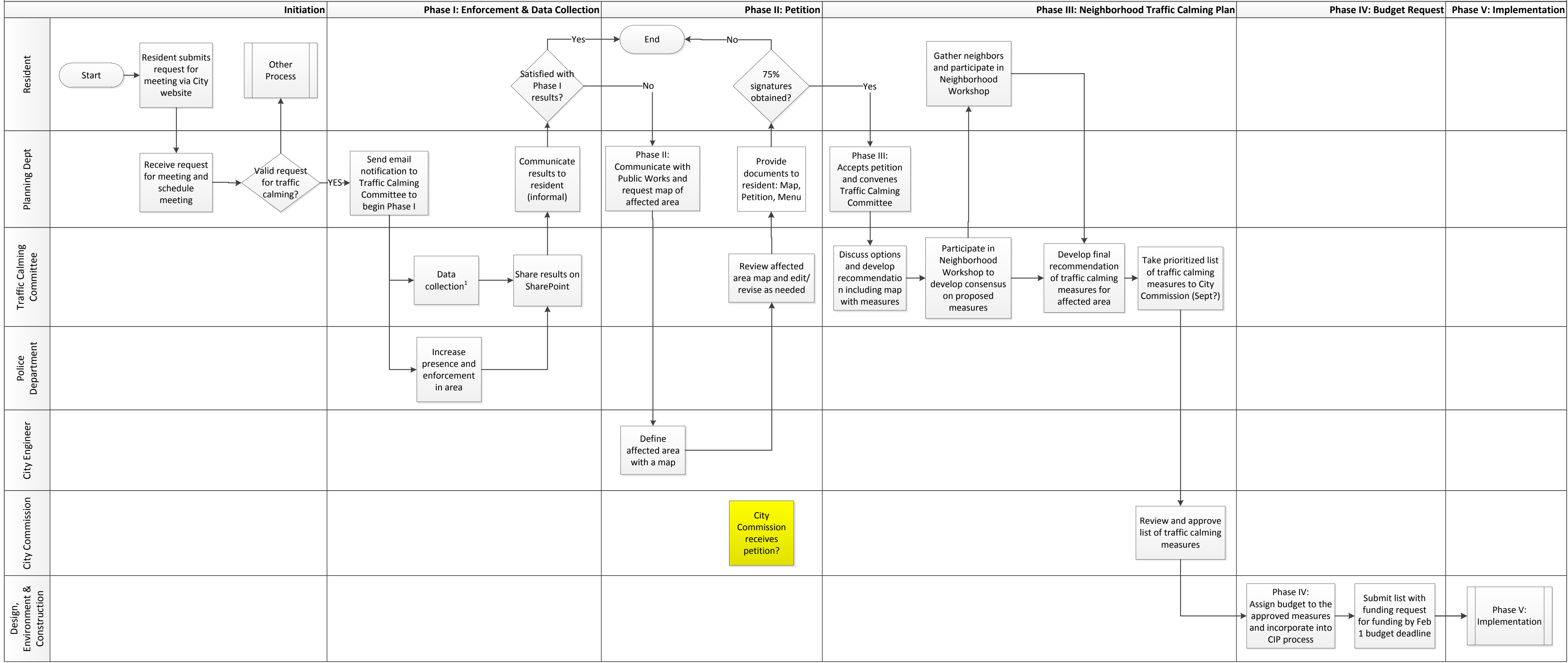


Process map in development by the Traffic Calming Team.

Process for Vetting Residential Requests for Traffic Calming



Traffic Calming Process Flow  
For Use by City Staff



# City of Decatur Traffic Calming Process Improvement

IMPLEMENTATION PLAN		LEAD	"Just do it"	Done	Target Date	Target Date	Target Date	Target Date	Target Date
PROJECT MANAGER: DAVID JUNGER									
<b>STRUCTURE</b>									
1	Assign a project manager for the Traffic Calming Process Improvement Implementation Plan.	David							
2	Formalize the staff Traffic Calming Committee. Identify the departments and the designees.	David							
3	Clarify the roles and responsibility of the team in responding to the resident's request.	All							
<b>TECHNICAL RESEARCH AND DEVELOPMENT</b>									
4	Examine the evaluation techniques used by Police to study the speed, traffic counts (traffic data recorder) and any additional data collection methods/ information, such a crash history. Ensure this is consistent with Appendix A Prioritization Table. Examine current and potential education and enforcement methods used by police to calm traffic.	Police							
5	Define what constitutes an affected area for traffic calming. Develop a list of questions to help define what an affected area may be.	John (PWD)							
6	Develop a list of current pending traffic calming requests. Route to expanded management team.	David							
7	Evaluate current pending projects using the Appendix A Prioritization Table to help staff understand how to use the rating criteria.	Jennings							
8	Develop a way to evaluate the projects after they have been built	Committee							
9	Define simple verses complex projects	Jennings							
10	Develop a list of traffic calming measures with pictures and descriptions	Aaron							
11	Develop a petition form- the purpose being that 75% of the affected area feels that traffic calming is a concern, and should be investigated further by the City.	Jenni							



# City of Decatur Traffic Calming Process Improvement

<b>IMPLEMENTATION PLAN</b>		<b>LEAD</b>	<b>"Just do it"</b>	<b>Done</b>	<b>Target Date</b>	<b>Target Date</b>	<b>Target Date</b>	<b>Target Date</b>	<b>Target Date</b>
<b>PRIORITIZATION AND FUNDING</b>									
12	Analyze the prioritized list of projects for consideration into the Budget/ CIP process	Committee							
13	Develop a schedule to inventory and rank the traffic calming projects for the Budget/ CIP process	John Mad							
14	Establish a schedule and target dates consistent with the CIP development and funding schedule	TBD							
<b>TRAFFIC CALMING TOOLKIT MATERIALS</b>									
15	Create the application (request for meeting)	ICMA Team							
16	Write the draft letter from the Manager or the Mayor to the residents	ICMA Team							
17	Traffic Calming 'Step by Step' Guide for Residents	ICMA Team							
18	Develop graphics to illustrate options to resident	Linda							
19	What is Traffic Calming? Educational materials and pictures	ICMA Team							

# City of Decatur Traffic Calming Process Improvement

IMPLEMENTATION PLAN		LEAD	"Just do it"	Done	Target Date	Target Date	Target Date	Target Date	Target Date
<b>COMMUNICATIONS</b>									
20	Develop the resident request method for residents to provide their contact information and a brief description of their concern. Develop the options, such as a place on the city website, a card for the street crews, officers, etc to hand out with the basic contact information.	Linda							
21	Depending on the request scenario, provide the resident the traffic calming toolkit with education, options, and the process to follow. Discuss the involvement/ roll of front line employees with PWD and Police.	TBD							
22	Develop neighborhood notification approaches of the recommended plan, such as through city website, 'painting' of potential changes.	Linda							
23	Make the traffic calming toolbox materials available on the city website	TBD							
<b>LOGISTICS</b>									
24	Develop a shared folder for the Committee to put their feedback for the Planning Department's Review folder	Lena							

# 2014 LEADERSHIP ICMA PEER ASSISTANCE PROJECT

---

City of Decatur- Site Visit Briefing for the City Manager  
April 9, 2014



# DAY 1

---

Tuesday, March 18<sup>th</sup>

## WHY ARE WE HERE?

- Engage City of Decatur staff in the development of a process to address resident requests for traffic calming measures in an objective and standardized manner
- Utilize existing approved City documents as the foundation for the project
- Create a Traffic Calming Toolbox for Residents, an easy to follow resource to address their traffic calming concerns

















## 1 DECATUR'S STRENGTHS AS A RETAIL LOCATION

- A. Growing downtown residential base
- B. Stable job generators: Emory University, DeKalb County, CDC, Emory Healthcare
- C. 4,000 daytime workers in downtown
- D. Central MARTA station
- E. Strong "shop local" brand
- F. Known as a dining destination
- G. Considered "intown" Atlanta
- H. Historic and walkable

WEATN STORE  
**INDIE-CATUR?**

## 2 DECATUR'S WEAKNESSES AS A RETAIL LOCATION

- A. Poor automobile access (no nearby expressway)
- B. Destination traffic dependent on local restaurant popularity
- C. Very little existing retail inventory
- D. Loss of DeKalb County employees to offices outside of downtown
- E. No control over neighboring unincorporated areas

WEATN STORE  
**INDIE-CATUR?**

*first we eat, then we do everything else.*  
-m.f.k. fisher



# DAY 2

---

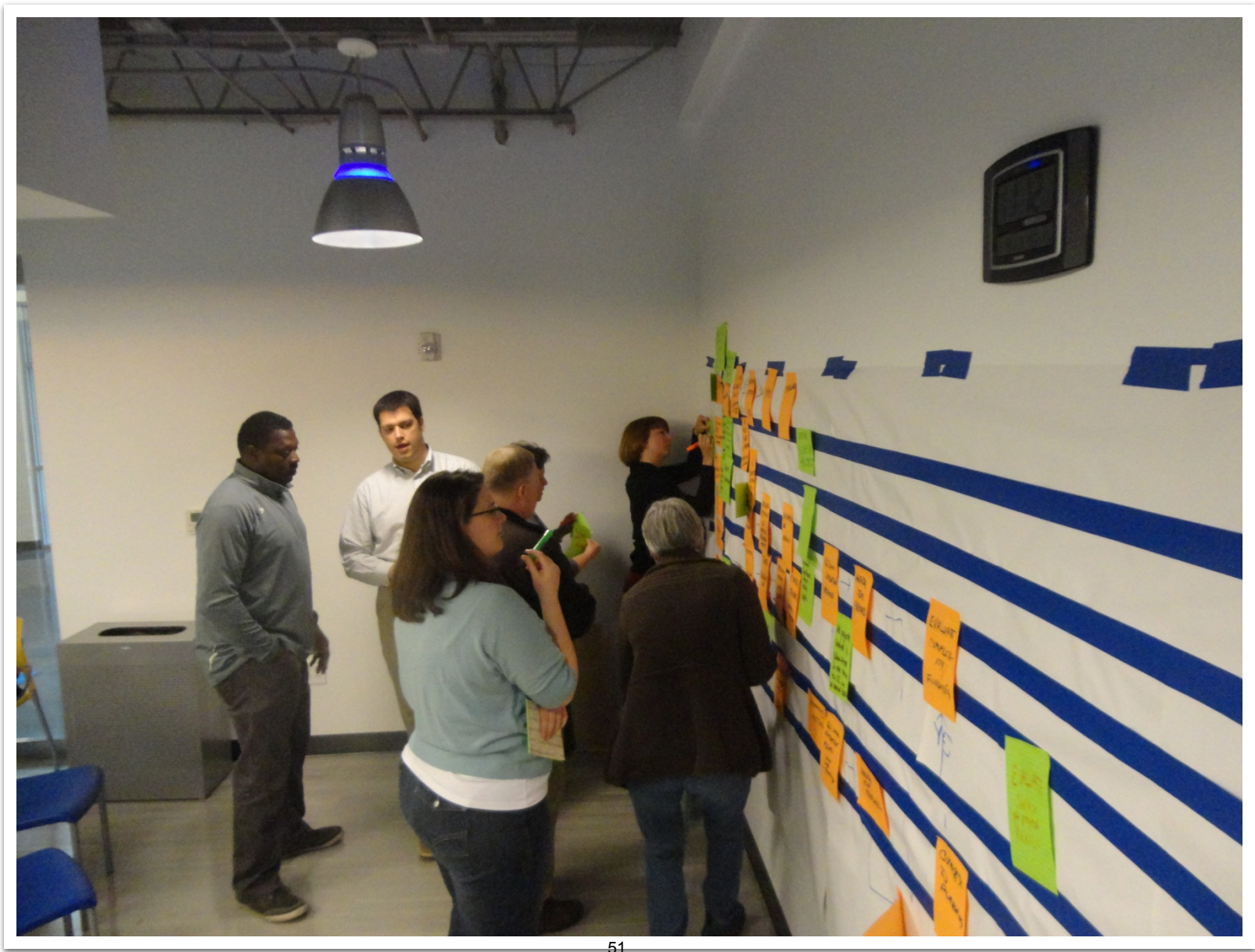
Wednesday, March 19<sup>th</sup>

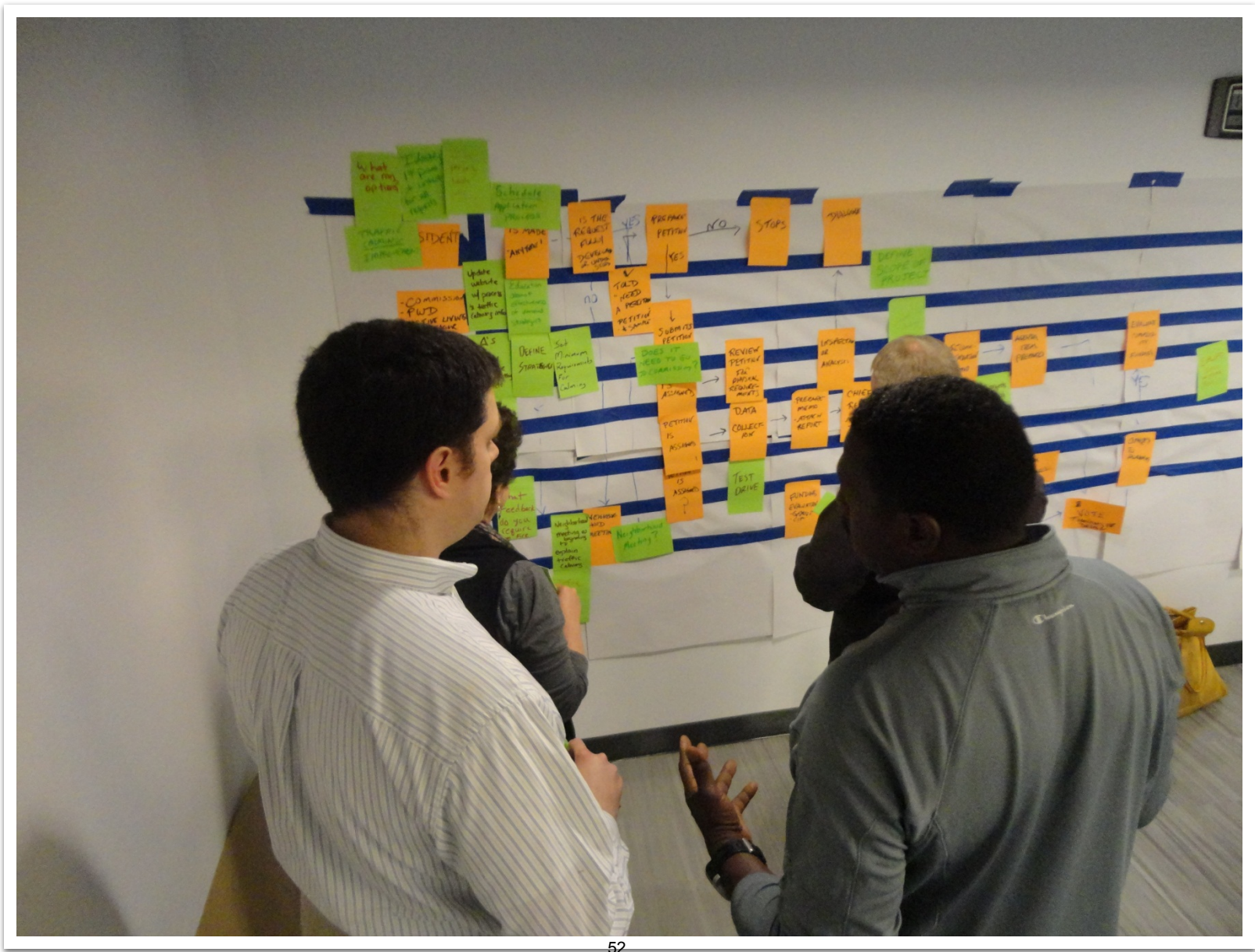


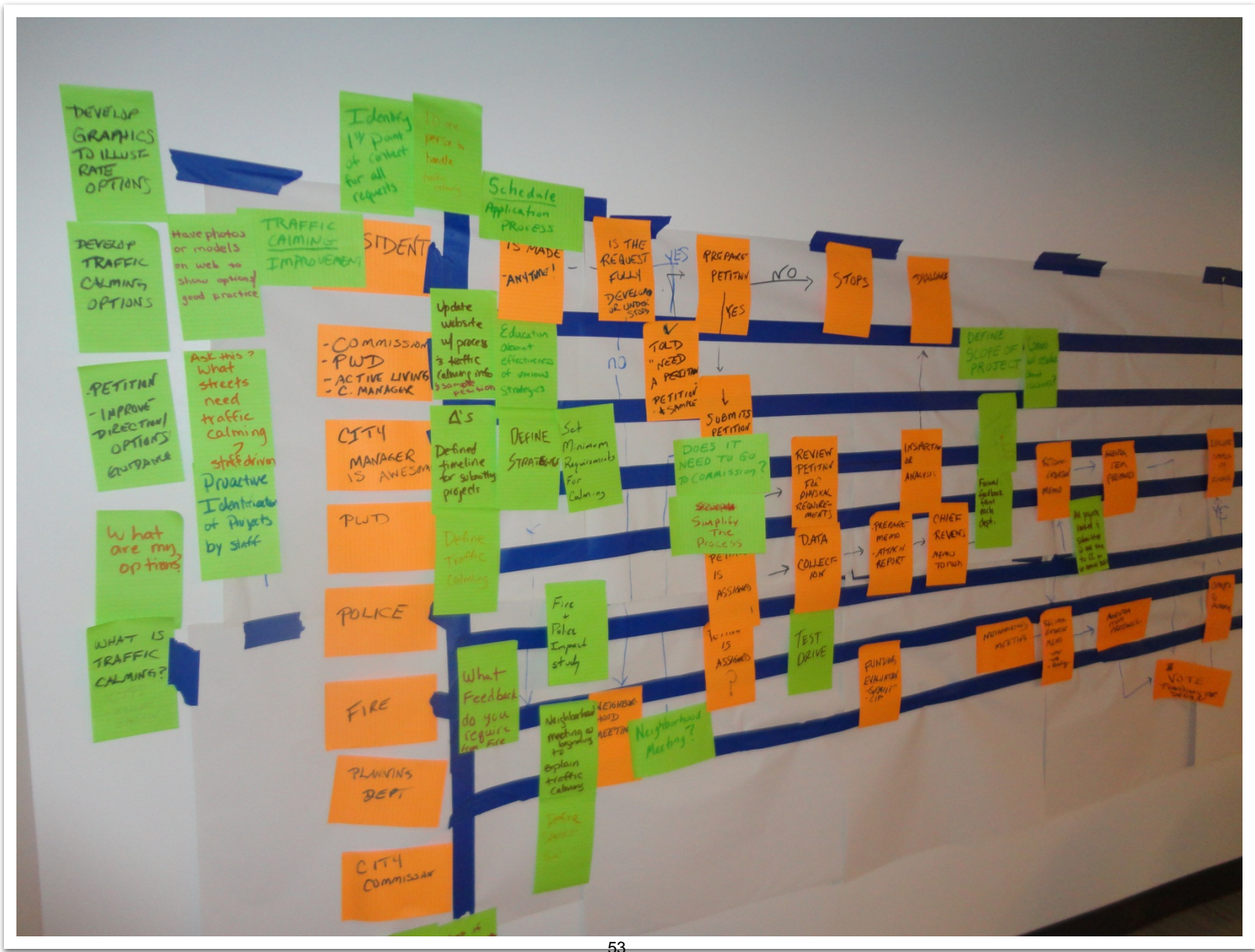






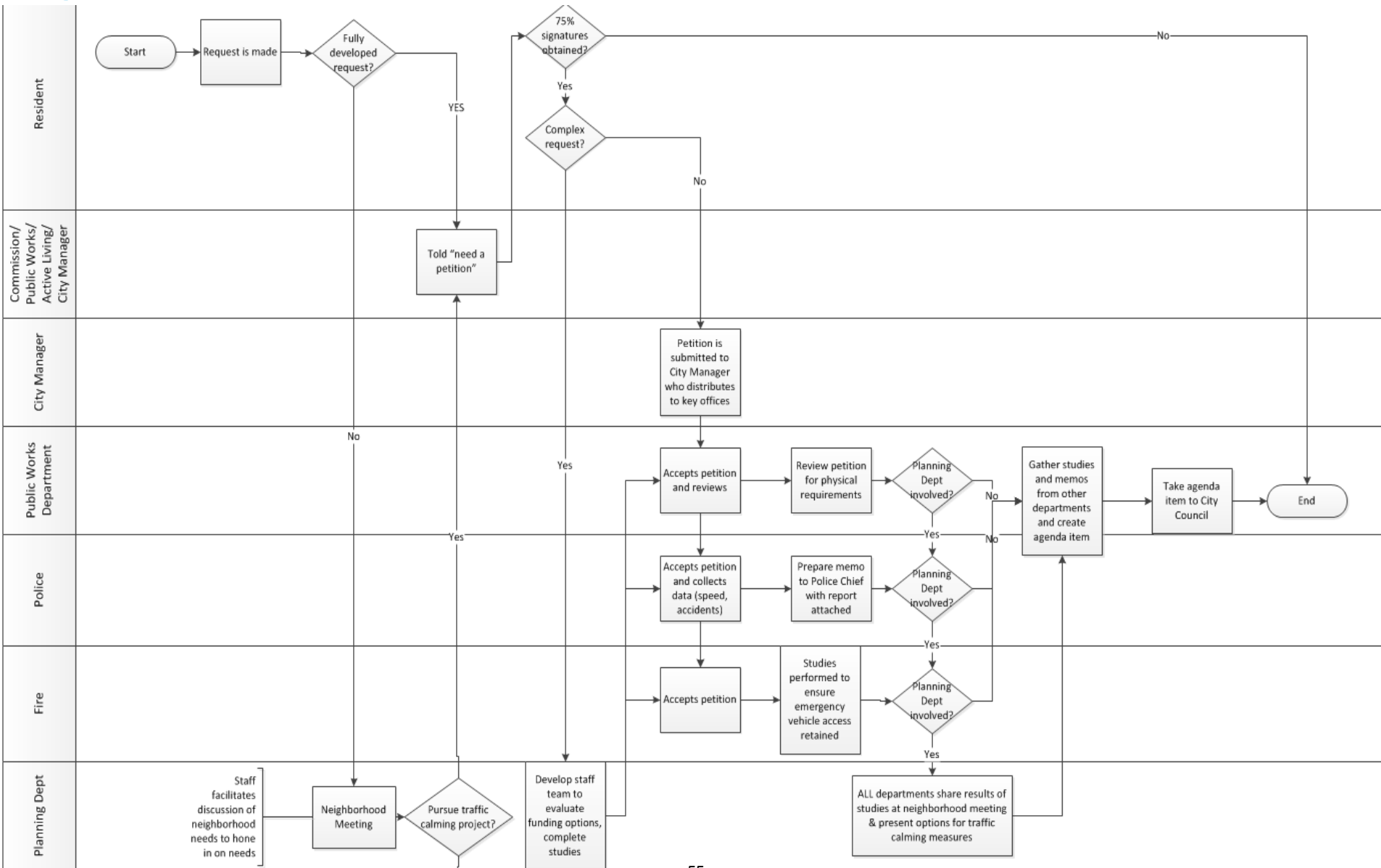








# Current Process



Other process

# WHAT DOES TRAFFIC CALMING MEAN IN CITY OF DECATUR?

---

Philosophical Discussion





ONCE YOUR  
STREET IS **IMPROVED**, THE  
CURB WILL BE RIGHT  
HERE

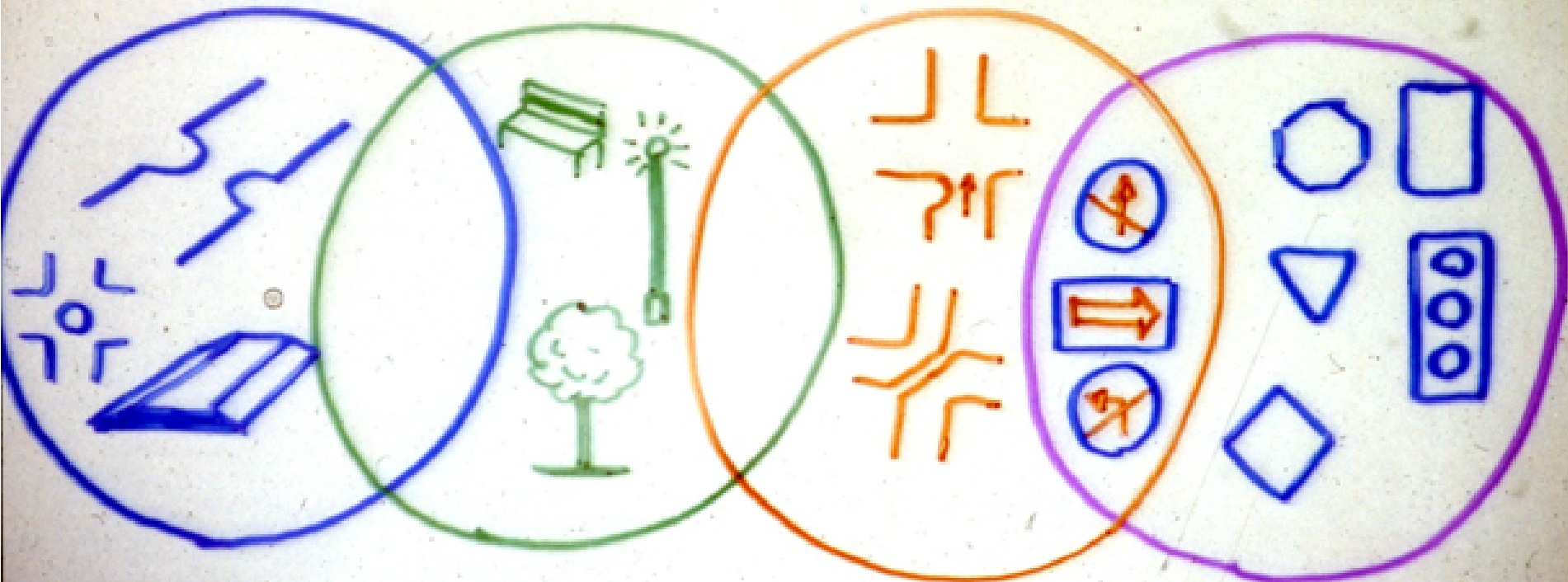


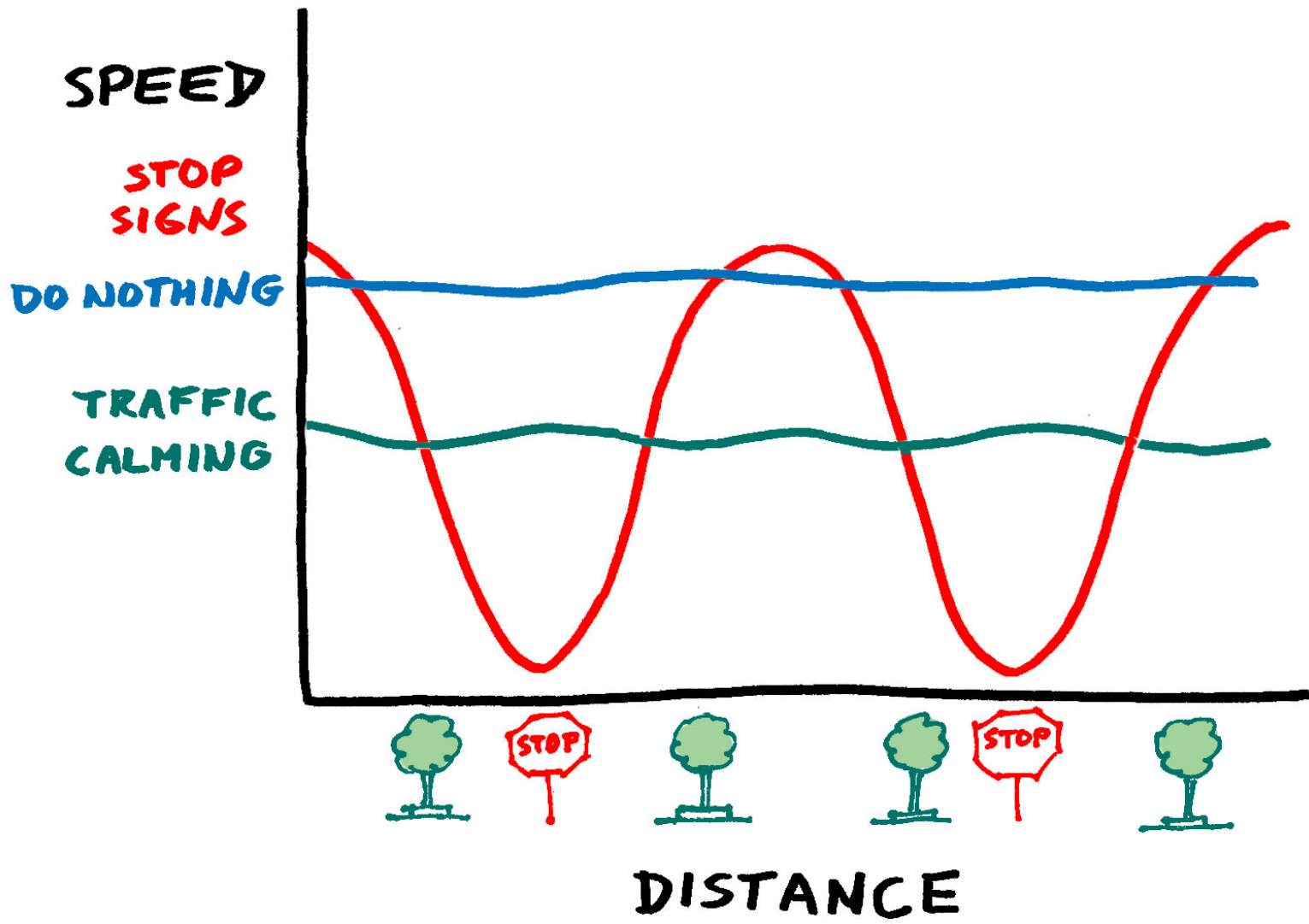
TRAFFIC  
CALMING

STREET  
SCAPING

ROUTE  
MODIFICATION

TRAFFIC  
CONTROL





# WHAT IS TRAFFIC CALMING IN DECATUR!

Visual & physical improvements within street or public row that slow vehicular traffic & increase ped & bike safety.

# TRAFFIC CALMING



# THE TOOLBOX

---













Decatur!!



Decatur!!






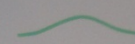
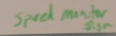











Measures:  
 Department of Education  
 speed hump  P.D./Fire  
 Speed table  (NOT)  
 • Bulbouts  
 • Median Islands  
 • On Street Parking - Fire Concern  
 • Narrow lanes  
 • Roundabouts  
 • Raised Crosswalks  
 • Painted Crosswalks  
 • Choke Point  
 • Speed Limits 

• Resident campaigns   
 • Neighborhood gateways  
 • Street Closures? Remove?  
 • Stop sign /crosswalk  
 • Landscaping  
 • Combo: bike lane, narrowing, landscaping  
 • LED xwalks (temp.)  
 • Rumble strips

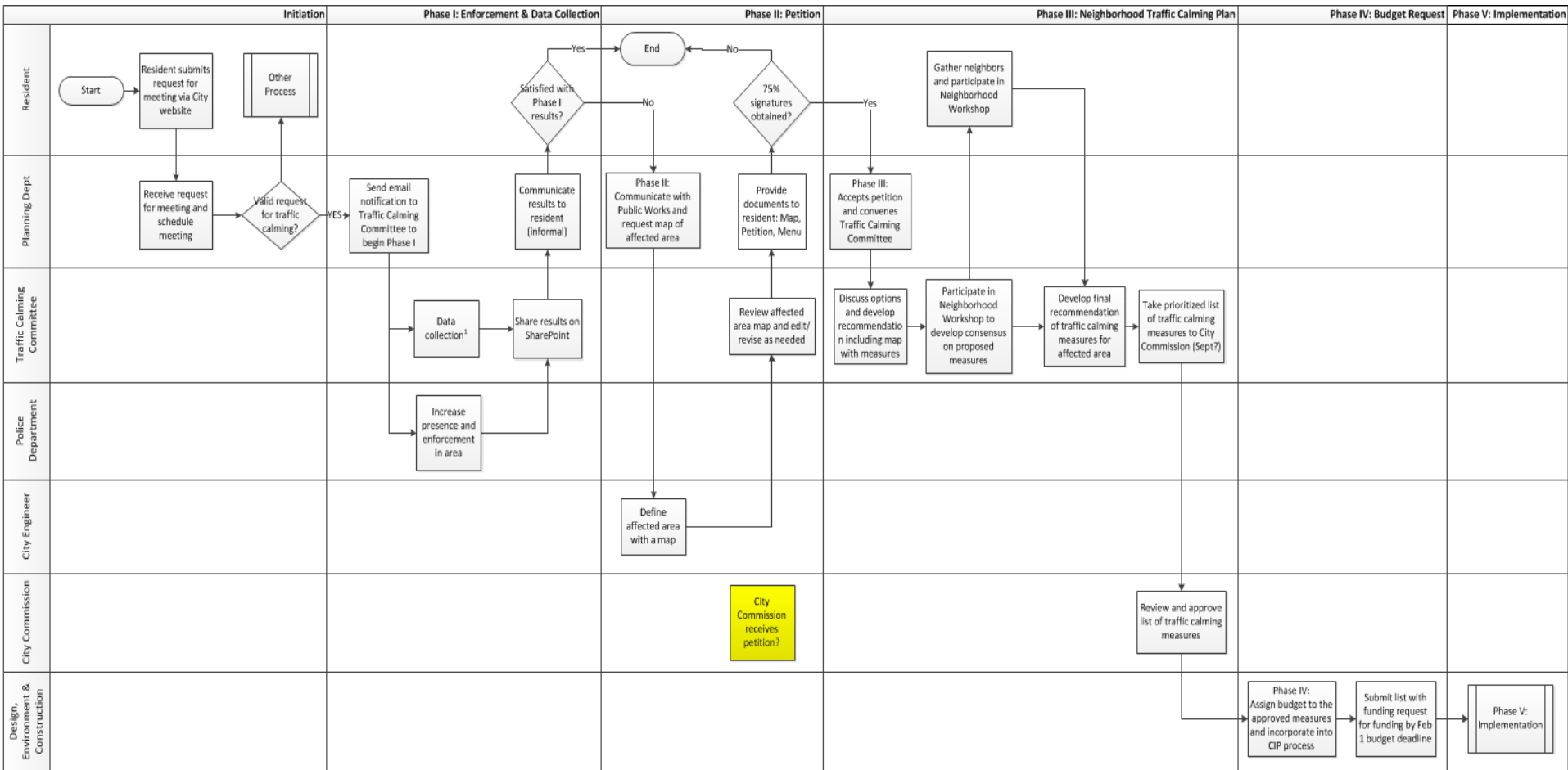
# THE IDEAL PROCESS

---

Efficient, Fair, Do-able, Budgeted







# THE IMPLEMENTATION PLAN

---

Implementation Plan Manager: David Junger



# City of Decatur Traffic Calming Process Improvement

## IMPLEMENTATION PLAN

PROJECT MANAGER: DAVID JUNGER

## STRUCTURE

- |   | LEAD   | "Just do it" | Done | Target Date | Target Date | Target Date | Target Date | June! |
|---|--|--------------|------|-------------|-------------|-------------|-------------|-------|
| 1 | Assign a project manager for the Traffic Calming Process Improvement Implementation Plan.  | David        |      |             |             |             |             |       |
| 2 | Formalize the staff Traffic Calming Committee. Identify the departments and the designees. | David        | X    |             |             |             |             |       |
| 3 | Clarify the roles and responsibility of the team in responding to the resident's request.  | All          | X    |             |             |             |             |       |

## TECHNICAL RESEARCH AND DEVELOPMENT

- |    |  |            |  |  |  |  |  |  |
|----|--|------------|--|--|--|--|--|--|
| 4  | Examine the evaluation techniques used by Police to study the speed, traffic counts (traffic data recorder) and any additional data collection methods/ information, such a crash history. Ensure this is consistent with Appendix A Prioritization Table. Examine current and potential education and enforcement methods used by police to calm traffic. | Police     |  |  |  |  |  |  |
| 5  | Define what constitutes an affected area for traffic calming. Develop a list of questions to help define what an affected area may be.   | John (PWD) |  |  |  |  |  |  |
| 6  | Develop a list of current pending traffic calming requests. Route to expanded management team.   | David      |  |  |  |  |  |  |
| 7  | Evaluate current pending projects using the Appendix A Prioritization Table to help staff understand how to use the rating criteria.   | Jennings   |  |  |  |  |  |  |
| 8  | Develop a way to evaluate the projects after they have been built  | Committee  |  |  |  |  |  |  |
| 9  | Define simple verses complex projects  | Jennings   |  |  |  |  |  |  |
| 10 | Develop a list of traffic calming measures with pictures and descriptions  | Aaron      |  |  |  |  |  |  |
| 11 | Develop a petition form- the purpose being that 75% of the affected area feels that traffic calming is a concern, and should be investigated further by the City.  | Jenni      |  |  |  |  |  |  |

## PRIORITIZATION AND FUNDING

- |    |   |           |  |  |  |  |  |  |
|----|---|-----------|--|--|--|--|--|--|
| 12 | Analyze the prioritized list of projects for consideration into the Budget/ CIP process           | Committee |  |  |  |  |  |  |
| 13 | Develop a schedule to inventory and rank the traffic calming projects for the Budget/ CIP process | John Mad  |  |  |  |  |  |  |

## City of Decatur Traffic Calming Process Improvement

### IMPLEMENTATION PLAN

		LEAD	"Just do it"	Done	Target Date	Target Date	Target Date	Target Date	June!
14	Establish a schedule and target dates consistent with the CIP development and funding schedule								

### TRAFFIC CALMING TOOLKIT MATERIALS

15	Create the application (request for meeting)								
16	Write the draft letter from the Manager or the Mayor to the residents	Aaron/ Amy							
17	Traffic Calming 'Step by Step' Guide for Residents	Jenny/ Amy							
18	Develop graphics to illustrate options to resident	Linda							
19	What is Traffic Calming? Educational materials and pictures	Aaron/ Amy							

### COMMUNICATIONS

20	Develop the resident request method for residents to provide their contact information and a brief description of their concern. Develop the options, such as a place on the city website, a card for the street crews, officers, etc to hand out with the basic contact information.	Linda							
21	Depending on the request scenario, provide the resident the traffic calming toolkit with education, options, and the process to follow. Discuss the involvement/ roll of front line employees with PWD and Police.								
22	Develop neighborhood notification approaches of the recommended plan, such as through city website, 'painting' of potential changes.	Linda							
23	Make the traffic calming toolbox materials available on the city website								

### LOGISTICS

24	Develop a shared folder for the Committee to put their feedback for the Planning Department's Review folder	Lena							
----	---	------	--	--	--	--	--	--	--

# NEXT STEPS

---

## Putting the Plan into Action and Toolbox Creation

- City Implementation Plan Deadlines Established – By when?
- Schedule Conference Call with Traffic Calming Committee - April
- Toolbox Draft by June 6<sup>th</sup>
- Schedule Site Visit #2 – What would you like from this visit?



*Leaders at the Core of Better Communities*

January 27, 2014

Peggy Merriss  
City Manager  
City of Decatur, Georgia  
P.O. Box 220  
Decatur, GA 30031

Dear Ms. Merriss:

On behalf of the project team, we are honored to present the enclosed proposal of services to the City of Decatur. The project team has taken the City's request for consulting and peer assistance into consideration. We believe we have provided a scope of services that will engage City staff in the development of a process to address resident requests for traffic calming measures in an objective and standardized manner. Relevant information contained in existing approved City documents will be the foundation of our project. Our proposal includes engaging staff to define the current process of receiving resident requests, developing the ideal future process for staff and residents, and the creation of an implementation plan to bridge the areas between the existing and ideal future process. The ICMA Leadership team will create a Traffic Calming Toolbox for Residents, an easy to follow resource and guide to address their traffic calming concerns. The Toolbox will contain educational materials on traffic calming, potential traffic calming measures, and an outline of the application process.

Amy Knowles is our Project Manager and will be your main point of contact throughout the duration of the project. Each of our team members has included a brief bio and contact information within the proposal. We look forward to working with you and your staff over the next several months, and are confident that our perspectives, diverse skills, and local government experience will provide lasting value for the City of Decatur.

Very Respectfully,

*Leadership ICMA Team*  
Amy Knowles  
Jennifer Payne  
Aaron Otto

Cc: David Junger

2014 Leadership ICMA  
Peer Assistance Project Proposal

City of  
Decatur, GA



January 24, 2014

# Table of Contents



	<b>PAGE</b>
1. SCOPE OF SERVICES	2
2. PROJECT PLAN AND TIMELINE	4
3. ASSISTANCE REQUIRED FROM THE CITY OF DECATUR	5
4. DELIVERABLES	6
5. ESTIMATED EXPENSES	6
6. PROJECT TEAM	7



## SCOPE OF SERVICES

---

The City of Decatur has requested assistance in identifying opportunities to address resident requests for traffic calming measures in an objective and standardized manner, using information contained in existing approved documents as a foundation. The City has an established Community Transportation Plan (CTP), Strategic Plan, and preliminary traffic calming design guidelines. Evaluation criteria and a petition process for residents interested in traffic calming measures are identified within the Appendix A of the CTP.

The ICMA Leadership Team is proposing the following phased approach to enhancing the current traffic calming policy, process, and resident experience.

### Phase I

The Leadership ICMA Team will facilitate a Process Improvement event with City staff with elements of Lean methodology to define and implement the enhancements for the current way that traffic calming requests are received and addressed. A fundamental component is the involvement of City employees at the beginning, as they will most likely implement the enhanced process. The team will meet with city staff in February to talk about this event and ensure a comfort level with the approach; provide guidance in developing the city team for the event and follow-up implementation; and the logistical details involved with creating a fun and productive event.

“Lean” is an international process to eliminate non-value added activities. Its goal is to achieve total customer satisfaction, eliminate “waste”- steps in the process that have no value to the customer. The Voice of the Customer is an important component in Lean improvements. Lean is a commitment to process improvement, used by a vast array of public and private organizations to engage stakeholders, provide efficient services, and improve the customer experience.

**The Leadership ICMA Team will use the following steps to facilitate the process improvement:**

Pre-event Planning	<ul style="list-style-type: none"> <li>- Define the scope of the process improvement with staff.</li> <li>- Gather data, including any available metrics associated with traffic calming applications, petitions, installations, and results.</li> </ul>
Event	<ul style="list-style-type: none"> <li>- Define the current process, which places emphasis on the current steps, who is responsible and how long they take. This will be performed using 'butcher paper' and large 'sticky notes' for team involvement and ease. This will facilitate discussion, identifying sources of waste and opportunities for improvement. The map will also be documented in Visio by the Leadership ICMA Team.</li> <li>- Define the ideal future process, which will document each step of the new process, incorporating the team's recommendations for improvements.</li> <li>- Develop the city staff team implementation plan, which will include, each task to be accomplished to achieve the future process, including simple 'quick wins' and more complex tasks. The owner and target for each task will be identified in this plan.</li> </ul>
Post-Event	<ul style="list-style-type: none"> <li>- City staff team will hold routine (bi-weekly) implementation meetings, led by an internal process lead.</li> <li>- Executive-level support for this team is critical for successfully implementation of any proposed actions determined by the event.</li> </ul>

## Phase II

Phase II includes the development of a Traffic Calming ToolBox for residents to easily convey information on what traffic calming is, how traffic calming tools may be applied to their neighborhood streets, and how residents can work with city staff to pursue traffic calming. The ToolBox can reside on the city's website, and/or can be an actual 'box' for residents pick up and review with their neighbors. The ToolBox will be developed in partnership with city staff to include the following preliminary components:

1. Message from the City Mayor or Manager regarding Decatur's commitment to the creation and support of an active and healthy community through safe, walkable, and connected streets.
2. Material to educate the resident(s) about the city's traffic calming process (identified in Phase 1)
3. General education about available traffic calming techniques.
4. An application form for residents.

The educational materials will be developed using existing Decatur documents, industry standards, and commonly utilized approaches from other communities.



# Project Plan & Timeline



## **Project Initiation and Background Research (January - February 2014)**

1. Approval of project proposal by Executive Sponsor (which will include a conference call with City staff).
2. Review key existing City plans as they relate to traffic calming
  - Community Transportation Plan
  - Existing traffic calming tools
  - Strategic Plan
  - Ordinances and Policies related to Traffic Calming
  - Roles and responsibilities of Decatur departments
3. Research traffic calming applications in other communities

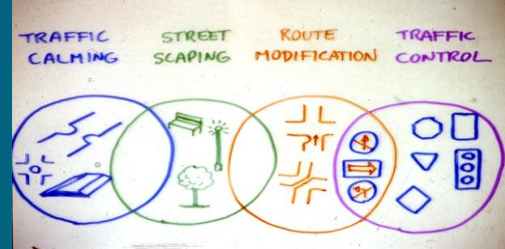
## **Phase I (February – March, On-Site Visit March 18<sup>th</sup>, 19<sup>th</sup>, 20<sup>th</sup>, 2014)**

1. Prepare for the process improvement event (Feb)
  - Work with the Executive Sponsor to identify the cross-departmental staff team
  - Identify dates for the event
  - Develop scope, agenda, and logistics for the event
2. Conduct process improvement event (March)
  - Discuss and outline the current process for traffic calming requests
  - Develop the ideal process for traffic calming requests
  - Develop the implementation plan
3. Provide process improvement deliverables (March)
  - Summarize results of the event including a process map of the current state, future state and implementation plan
4. Participate in a city staff implementation team progress update meeting via web conferencing. (April)

## **Phase II (March – June, 2014)**

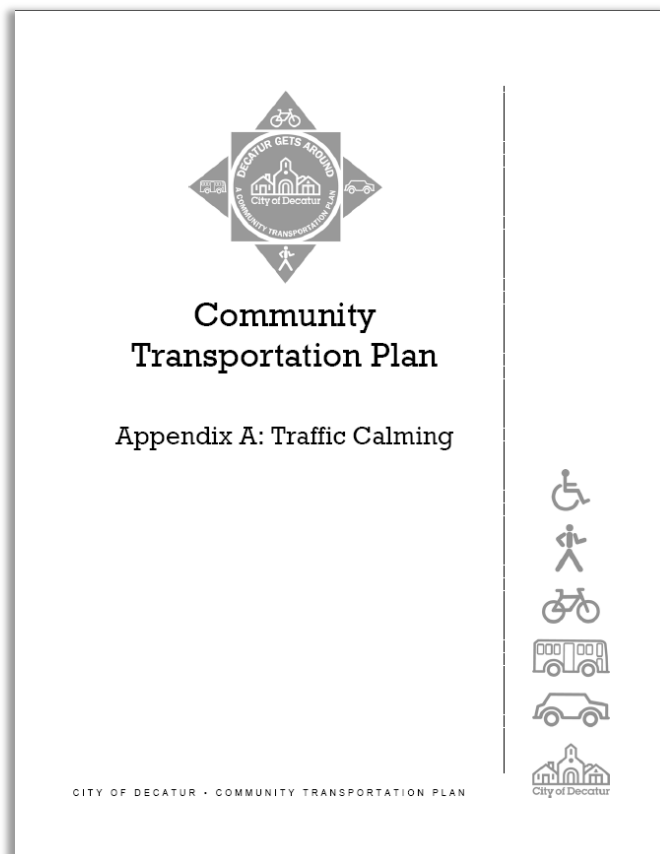
1. Develop Traffic Calming Toolbox for Residents to include:
  - Message from the City Mayor or Manager regarding Decatur's commitment to the creation and support of an active and healthy community through safe, walkable, and connected streets.
  - Material to educate the resident(s) about the city's traffic calming process (identified in Phase 1)
  - General education about available traffic calming techniques.
  - An application form for residents.
2. Review draft Toolbox materials with City staff via web conferencing, obtain and incorporate feedback
3. Finalize Traffic Calming Toolbox
4. Final site visit to present Traffic Calming Toolbox for Resident and for City staff presentation of traffic calming process implementation plan progress

# Assistance Required from City

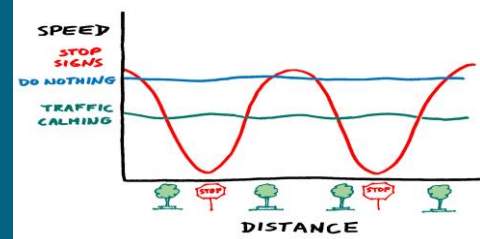


## ASSISTANCE REQUIRED FROM THE CITY OF DECATUR

1. Designate main point of contact.
2. Designate City staff key stakeholders team for process improvement event/implementation team.
3. Conference calls (as needed) that should not exceed one hour in duration.
4. Provide a physical overview tour for the team's situational awareness of the City of Decatur.
5. Assist with onsite meeting logistics and materials. Including: event location, a projector and screen, butcher paper, blue tape, sticky 'post it' notes, permanent markers, and any snacks, drinks, and lunch for the Process Improvement Team.
6. Provide feedback on draft ToolBox materials, ideally within five business days.
7. Reimbursement of expenses shall occur within 30 days of submittal of itemized receipts.



# Deliverables and Budget



## DELIVERABLES

---

1. Current process map, future process map and implementation plan documents
2. Traffic Calming Toolbox for Residents

## ESTIMATED EXPENSES

---

The following includes a breakdown of estimated expenses. As discussed with project sponsor, team members will keep detailed receipts of all reimbursable expenses (airfare, transportation, meals). This estimate is based on the three-member team conducting two site visits throughout the term of the project (final costs based upon actual receipts). Transportation, lodging, and meals comprise the bulk of the estimated site visit expenses. The team will utilize the Courtyard Atlanta Decatur Downtown/Emory for accommodations. All actual expenses will be submitted directly to the City of Decatur.

Estimated Costs:

ICMA fee	\$5,000
Two on-site visits - March & June	\$4,900
Total	\$9,900

The City of Decatur will secure and fund (if needed) the location for the Process Improvement Event, and event materials defined in this proposal.

# Project Team



## **Amy Knowles, Project Manager**

Ms. Knowles will serve as the project manager, ensuring that tasks and deliverables are on-time. She will review research, be the lead facilitator for the event, and contribute to original deliverable development and final editing. Amy serves as Assistant to the City Manager for Structural Innovation for the City of Fort Lauderdale. She led the development of *Press Play Fort Lauderdale*, the 2018 Strategic Plan, and helped develop *Fast Forward Fort Lauderdale*, the 2035 Vision Plan. Amy leads the FL<sup>2</sup>STAT leadership strategy to advance progress with strategic plan implementation and Commission-prioritized initiatives. She also oversees process improvement efforts. Amy began her professional career with Miami-Dade County, where she chiefly worked as an Organizational Development Administrator and a Senior Management Consultant. Amy is originally from upstate New York, where she earned a Bachelor of Arts in Environmental Studies, Public Policy, Administration and Law from Binghamton University. She holds a Master's in Business Administration from the University of Miami. She is a certified Lean/ Six Sigma Green Belt. She resides in Miami Shores with her husband and two children.

### Contact Information:

Email: [aknowles@fortlauderdale.gov](mailto:aknowles@fortlauderdale.gov)  
Work: 954.828.5987  
Mobile: 786.412.0917

## **Aaron Otto, Team Member**

Mr. Otto will serve as a team member and in this role will conduct research and original deliverable development, as well as review, assist with facilitation, and add value to the creation of the team's work. Aaron will lead planning and logistics of site visits. Aaron serves as the City Administrator of Roeland Park, Kansas a Kansas City suburb community. In this position he serves as the lead for all human resources, community development, financial, IT, economic development, solid waste management and communication aspects of municipal government. Prior to his service at the local level of government, Aaron served as the Assistant State Treasurer for the state of Kansas and as legislative liaison for two Governors and Chief of Staff for two Lieutenant Governors. Aaron started his career in public service on the federal level through a variety of positions serving in the Department of Defense and the Chief of Naval Operations concluding with section head within the budget programming office responsible for the shipbuilding construction and overhaul account. Aaron earned his Bachelor of Science degree in political science with minors in business administration and leadership studies. He earned a Master's Degree in Public Administration degree from The George Washington University and a national security diploma from the Naval War College.

### Contact Information:

Email: [aotto@roelandpark.org](mailto:aotto@roelandpark.org)  
Work: 913.722.260  
Mobile: 571.235.2183

### **Jenny Payne, Team Member**

Jenny will serve as the subject matter expert on the project team. She will conduct research and original deliverable development, as well as review, assist with facilitation, and add value to the team's work. She has experience developing traffic calming processes and measures working with renowned consultant Dan Burden in the City of Savannah, Georgia in 2009. Jenny also applies continuous improvement methodology by facilitating Lean projects with Gwinnett County. Jenny has served Gwinnett County, Georgia since 2010 as a Program Analyst in the Department of Financial Services and then as the Section Manager in the Solid Waste Division of the Department of Support Services. She was named Division Director of Fiscal Management in July 2013. With over 8 years of experience in local government administration, Jenny is dedicated to a career in public service. Prior to joining Gwinnett County, she held various administrative and management positions with the City of Savannah. Jenny received her bachelor's degree from the State University of New York at Stony Brook and a Master's Degree in Public Administration from the University of North Carolina at Wilmington. She resides in Flowery Branch, Georgia with her fiancé, Scott.

#### Contact Information

Email: Jennifer.Payne@gwinnettcountry.com  
Work: 770.822.8730  
Mobile: 678.480.2738

### **ICMA Staff Contact**

Staff contacts with ICMA include the following:

- Felicia Logan, Director of Leadership Development, 777 North Capitol St. N.E., Washington, DC 20002-4201, (703) 851-6884, [flogan@icma.org](mailto:flogan@icma.org)

## SIGNATURES

We appreciate your willingness to undertake this project and we look forward to working with you.

If you are in agreement with the information outlined above, please sign and return one copy of this document to ICMA no later than February 14, 2014. Please retain the second copy for your files.

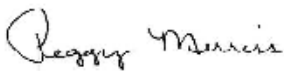
We appreciate your willingness to undertake this project and look forward to working with you.



---

Robert J. O'Neill, Jr.  
Executive Director  
ICMA

January 28, 2014  
Date



---

Peggy Merriss  
City Manager  
City of Decatur, Georgia

1/30/2014  
Date