



## CITY OF MADISON PROJECT CHARTER

<b>Project Name</b>	Green Madison Ambassadors
<b>Executive Sponsor</b>	Green Madison / the Urban League of Greater Madison
<b>Project Coach/Facilitator</b>	City of Madison Green Madison & the Urban League of Greater Madison
<b>Project Manager</b>	Mary Lou Krase & Paul Grimyser, Larry Studesville, Green Madison; Mark Richardson, Jane Moy, & Vernon Blackwell, the Urban League of Greater Madison
<b>Primary Stakeholder(s)</b>	Green Madison – Residential; the Urban League of Greater Madison
<b>Business Case / Statement of Need</b> ( <i>Why is this project important now?</i> )	
<p>Green Madison Ambassador project is very timely for a number of reasons –</p> <p>1) This is a job creation program and during a time when unemployment is at its highest rate, all efforts must be made to provide opportunities to help the unemployed gain employment, break their unemployment history, provide essential work skills, build their self-esteem and self-worth.</p> <p>2) Urban League of Greater Madison (the Urban League of Greater Madison) will serve as the lead for the project. The Urban League of Greater Madison is currently involved with a Weatherization Employment Training Program focusing on providing employment skills in the construction and weatherization trades. Candidates enrolled in this program will be identified and recruited for the Ambassador program which will add to enhance their resume with additional work experience as well as fulfill goals set for Urban League of Greater Madison’s Weatherization Program.</p> <p>3) Green Madison aims to provide energy-efficiency retrofits to 4,500 homes and 109 businesses, saving residents and businesses energy and money, while protecting the local environment and fostering economic development. This project makes it a perfect fit in which Ambassadors will be targeting homes which fit the criteria for G.M. as well as foster employment opportunities, providing an income for deserving individuals, which will in turn boost the economy.</p>	
<b>Project Description</b>	
<p>Ambassadors will work in pairs with the primary focus of placing door placards on doors of homes in targeted neighborhoods identified by Green Madison. This will not be a “door knocking” program, but Ambassadors will receive the training needed to feel comfortable to answer basic questions regarding the Green Madison program and possess an outgoing and friendly manner. Candidates must be able to walk for up to 5 hours a day, Monday – Thursday covering a specified area of identified streets which will cover up to 17 neighborhoods upon completion. Participants should be able to read maps and use transportation to reach targeted neighborhoods.</p> <p>All aspects of this project will operate out of the Urban League of Greater Madison, located at 2222 S. Park St., Suite 200, Madison, WI 53703.</p> <p>Additional information regarding project:</p> <ul style="list-style-type: none"> <li>• Pay will be \$8.00 per hour / 5 hours per day (9am – 2pm)</li> <li>• Project will be limited to four weeks beginning November 7<sup>th</sup> and completion target date will be December 8<sup>th</sup>.</li> <li>• There will be 12 Ambassadors in pairs with 6 teams completing 17 neighborhoods in four weeks.</li> <li>• Individuals will also be paid to attend a required 4-hour training session on Tues, November 1<sup>st</sup> (1 pm – 5pm) with an alternate training session planned for Friday, November 4<sup>th</sup> (9am-1 pm) in case issues arise and candidates cannot attend the November 1<sup>st</sup> session.</li> <li>• Ambassadors will report at 9 AM on selected day(s) of each week to the Urban League of Greater Madison, receive their maps and supplies*, and determine the “teams” that will be working together, review their transportation strategies and depart to their designated neighborhoods for the duration of the day, ending at 2 PM.</li> <li>• Staff from Green Madison and the Urban League of Greater Madison will provide weekly site visits at area neighborhoods where assigned Ambassadors will be working on a given day to check on progress and be available for any questions or concerns that may arise. Green Madison staff will be scheduled “on-duty” each week and will provide office and cell phone contact information.</li> <li>• Upon completion of the project there will be a paid Post-review debriefing session tentatively planned for all parties on Monday, December 12, 2011.</li> </ul> <p>*Supplies will be provided by Green Madison including door placards and will follow up on a weekly basis to answer questions and help address any needs or concerns related to the project, in addition to a “debriefing” session upon completion of the</p>	

<p>project. Obtaining all supplies needed (door hangers, identification tags, tote bag, pens, and pads of paper.</p>		
<b>Project Scope</b>	<ul style="list-style-type: none"> <li>Ambassador’s candidates have been identified through the Urban League of Greater Madison Weatherization Employment Training Program and additional recruitment came from the Faith Community Christian Church located on Madison’s south side. All individuals are currently unemployed and fit the criteria necessary to work with the door placard project. Currently, there is up to 8 individuals from the Urban League of Greater Madison program; 4 from Faith Community Christian Church and an additional 5 “alternates” will be determined from the Urban League of Greater Madison in case a candidate receives a fulltime position, or other issues arise that cancels participation prior to the start of the Ambassador project. <i>Note: All candidates will receive a background check prior to final hiring using Wisconsin Circuit Court Assess (C-CAP).</i></li> <li>Green Madison identified 17 neighborhoods totaling 17,076 households, which average 66 percent owner occupancy. (Targeted neighborhoods were identified by City of Madison, Madison Gas &amp; Electric (MG&amp;E), and Wisconsin Energy Conservation Corporation (WECC) staff using the following variables: percent owner occupancy, year built, median home value, and median incomes). The targeted neighborhoods include: Berkley Oaks, Sherman, Greenbush, Schenk-Atwood-Starkweather-Yahara, Emerson East, Lakeview Hill, Hawthorne, Eastmorland, Vilas, Glendale, Hill Farms University, Lake Edge, Lerdahl Park, Sunset Village, Westmorland, Midvale Heights, and Dudgeon Monroe.</li> </ul>	
<b>Project Goals</b>	<ul style="list-style-type: none"> <li>The Ambassador program will provide employment opportunities for area unemployed individuals to assist in building their resume and establish essential work experience and skills to help in their pursuit in finding longer-term employment. The project will target individuals who are unemployed and have exhausted their unemployment benefits, individuals seeking to earn income, and establish work history for future job applications.</li> <li>Build awareness, participation, and increase the number of Green Madison Home Energy Assessments for owner-occupied, residential homes, within the City of Madison.</li> <li>Leverage the Weatherization Employment Training Program administered by the Urban League of Greater Madison. The Urban League of Greater Madison staff will identify individuals to work as Ambassadors for Green Madison.</li> </ul>	
<b>Project Deliverables</b>	<p>The Ambassador project will:</p> <ul style="list-style-type: none"> <li>Fill a gap in unemployment for the candidates involved.</li> <li>Provide leads for Green Madison, helping to fulfill Green Madison program goals.</li> <li>Leverage the Urban League of Greater Madison’s Weatherization Training program by providing employment opportunities to help in fulfilling their program goals.</li> </ul>	
<b>How will progress be measured?</b>	<ul style="list-style-type: none"> <li>Weekly neighborhood site visits to assess progress;</li> <li>Monitor the Green Madison, centralized call center on a weekly basis and reviewing where the leads are generated from (identifying the neighborhoods in correlation with project-targeted neighborhoods). In addition, asking callers “where did you hear about Green Madison?”</li> <li>Reviewing overall Home Performance requests during the period of time between November 7 and December 8, 2011.</li> </ul>	
Project Team Roles and Responsibilities		
Team Members	Roles	Responsibilities
Larry Studesville, Green Madison	Manager/Supervisor Green Madison	Final sign-off of Project Charter for Green Madison.
Mary Lou Kruse, Green Madison	Coordination & Support services	Order all supplies needed for Ambassador program (maps from City of Madison Planning Dept., identification tags, pens, highlighters, tote bags). Work in collaboration with URBAN LEAGUE OF GREATER MADISON staff to provide program progress updates and final report, coordinate and collaborate with URBAN LEAGUE OF GREATER MADISON regarding media and public relations efforts. Serve as “on-call” contact for the City of

		Madison/Green Madison.
Paul Grimyser, Green Madison	Training & Green Madison Residential Program Coordinator	Provide Ambassadors training about the Green Madison residential program, conduct site visits of Ambassadors while working in the field. Provide support by addressing questions and concerns that arise during door placard project. Serve as "on-call" contact for the City of Madison/Green Madison.
Vernon Blackwell, Urban League of Greater Madison	Workforce Operations Director	Final sign-off of Project Charter for Urban League of Greater Madison.
Mark Richardson, Urban League of Greater Madison	Project Lead, Coordination and support Services	All activities will operate from the Urban League's offices, including reporting and recruitment. Urban League of Greater Madison will be responsible for contracting and paying Ambassadors.
Jane Moy, Urban League of Greater Madison	Project co-lead, Coordination and support services	All activities will operate from the Urban League's offices, including reporting and recruitment. Urban League of Greater Madison will be responsible for contracting and paying Ambassadors.
<b>Does this project provide a sufficient return that the City could use to seed future investments? (Include fiscal, environmental and social returns)</b>		
Project has a number of sufficient returns including: <ul style="list-style-type: none"> <li>- raising the number of assessments needed to accomplish G.M's residential goals by 2013;</li> <li>- providing additional education and information on energy efficiency projects for homeowners in targeted neighborhoods;</li> <li>- securing employment opportunities for unemployed individuals in the City of Madison, helping to build their self-esteem, job skills, and fostering a healthier community;</li> <li>- Building on existing resources within the community by collaborating with Urban League of Greater Madison and area churches.</li> </ul>		
<b>Project Constraints / Risks / Key Inputs (Elements that may restrict or place control over a project, project team, or project action; results from other projects or input from other sources needed for project to be successful)</b>		
<ol style="list-style-type: none"> <li>1) Transportation for Ambassadors may pose an issue. This will be address at the training session to identify <ul style="list-style-type: none"> <li>• Where the Ambassadors live and to target neighborhoods closest to their homes;</li> <li>• Identify who has vehicles and pair up with those who do not have a mode of transportation</li> <li>• Secure bus passes for individuals in need of transportation</li> </ul> </li> <li>2) Candidates may secure a full-time position during this short-term position and may need to drop out: <ul style="list-style-type: none"> <li>• Urban League of Greater Madison will have additional "alternates" identified for replacement.</li> </ul> </li> </ol>		
<b>Implementation Plan / Milestones (Due dates and durations)</b>		
<ul style="list-style-type: none"> <li>• Project will be limited to four weeks beginning November 7<sup>th</sup> with a completion tentative date of December 8, 2011.</li> <li>• There will be 12 Ambassadors in pairs with 6 teams completing 17 neighborhoods over four weeks.</li> <li>• Individuals will also be paid to attend a required 4-hour training session on Tuesday, November 1 (1 PM – 5 PM) with an alternate training session planned for Friday, November 4th (9 AM -1 PM) in case candidates are not able to attend the November 1<sup>st</sup> session.</li> <li>• Ambassadors will report at 9 AM on specified dates to the Urban League of Greater Madison, receive their maps and supplies, and determine the "teams" that will be working together, review their transportation strategies and depart to their designated neighborhoods for the duration of the day, ending at 2 PM each day.</li> <li>• Staff from Green Madison and the Urban League of Greater Madison will provide weekly site visits at area neighborhoods where assigned Ambassadors will be working on a given day to check on progress. Staff will be available to answer questions or concerns as they arise.</li> <li>• Upon completion of the project there will be a paid Post-review debriefing session planned for all parties on Monday, December 12, 2011.</li> </ul>		
<b>Communication Plan (What needs to be communicated? When is communication needed? To whom? How?)</b>		
<ul style="list-style-type: none"> <li>- All efforts will be made to publicize the Ambassador door-placard project, through notifying Neighborhood Associations, designated Alders and press releases sent to media outlets. In addition, information will be placed on</li> </ul>		

the Green Madison website, Facebook page, and on the City Calendar (when possible).

- Training sessions will be coordinated efforts by Green Madison and Urban League of Greater Madison staff and will involved in-depth information on the program, frequently asked questions, and role-playing skills. In addition, there will be safety training from the City of Madison Police Department to ensure Ambassadors work in a safe manner.

**Change Management / Issue Management** *(What is process for addressing concerns of those impacted? How decisions will be made? How changes will be made?)*

There will be a weekly "check-in" with Green Madison and the Urban League of Greater Madison staff; Ambassadors will be encouraged to address questions and concerns with staff and will have access to staff phone numbers and email.

**Sponsor Sign-Off**

\_\_\_\_\_ Date: \_\_\_\_\_  
Larry Studesville

\_\_\_\_\_ Date: \_\_\_\_\_  
Vernon Blackwell

**Direct questions about this document to:** Mary Lou Krase, Community Development Division, City of Madison, 608-261-5572; [mkrase@cityofmadison.com](mailto:mkrase@cityofmadison.com); or Paul Grimyser, Community Development Division, City of Madison, 608-261-8965; [pgrimyser@cityofmadison.com](mailto:pgrimyser@cityofmadison.com)