



# CITY OF MADISON PROJECT CHARTER

Updated 3-5-07 - Version 3.1.1

<b>Project Name</b>	Neighborhood Indicators, Pilot Project
<b>Executive Sponsor</b>	Mayor Dave Cieslewicz
<b>Project Coach/Facilitator</b>	Andrew Statz, Mayor's Office
<b>Project Manager</b>	TBD (new neighborhood position)
<b>Primary Stakeholder(s)</b>	Mayor, alders, City department managers, community organizations
<b>Project Description / Statement of Work</b>	
<p>This is a pilot project to identify, develop and publish data-based indicators to monitor the wellness of City neighborhoods. These indicators can help identify and address social, economic and physical issues and trends that may negatively impact the quality of life in a particular neighborhood. They can serve to target City and other resources in a more coordinated manner.</p> <p>There is currently no systematic monitoring of neighborhood "wellness." Neighborhood indicators can be compared to Citywide averages to determine an individual neighborhood's comparative status – both overall and for a particular indicator. Over time, it can also be used to gauge whether the overall status of a neighborhood seems to be improving, declining or stable.</p> <p>This pilot project focuses on a particular to-be-defined area and the neighborhoods within it. It is expected that lessons learned from this pilot effort will serve as the basis for a larger effort which will eventually include all neighborhoods in the City.</p>	
<b>Business Case / Statement of Need</b>	
<p>Ensuring a high quality of life for City residents is critical, and resources are increasingly limited. Data from various sources inside and outside City government can be used to help assess the quality of life in Madison's neighborhoods. Looking at this data in a formal, geographically based and comparative way could help the City and others strategically allocate scarce resources to address issues impacting particular neighborhoods. In addition to aiding resource deployment and prioritization, indicators can also help assess the effectiveness of particular programs or efforts aimed at making improvements. Indicators can also help predict the next challenged neighborhood and help the City focus its efforts to ensure that neighborhood's stability. This type of "early warning system" can also facilitate strengthening the organizational capacity of neighborhood organizations in advance of major initiatives to ensure that they are sustainable.</p>	
<b>Primary Customers</b>	<b>Customer Needs / Requirements</b>
Mayor and alders	Data to make informed decisions
City department managers, staff and boards	Data to make informed decisions
Partners (i.e. County, School District, etc.)	Data to make informed decisions
Neighborhoods, residents, businesses	Communication of status of neighborhood and need for programs
Others to be determined	
<b>Project Definition</b>	
<b>Project Goals</b>	Identify a small, starter set of data-based indicators that may be used to assess the quality of life and well-being of a pilot area of the City and its neighborhoods. These indicators can be used to investigate the cause and effect of factors and programs that can impact a neighborhood's wellness and stability. This pilot effort is a learning process and is expected to grow.
<b>Project Scope</b>	<ol style="list-style-type: none"> <li>1. Identify the pilot area and its neighborhoods</li> <li>2. Define neighborhood statistical areas within that pilot area (neighborhood boundaries must be carefully defined and used consistently to facilitate trend analyses.)</li> <li>3. Determine what data is available for these areas, who maintains it, and how often it is updated and available</li> <li>4. Identify potential indicators</li> <li>5. Select and categorize neighborhood indicators</li> <li>6. For comparative purposes, identify Citywide values for each indicator</li> <li>7. Compile and analyze available indicators</li> <li>8. Publish a report explaining the project with a summary of Citywide indicators, a summary page for each neighborhood in the pilot area, and a discussion of the results</li> <li>9. Continuous improvement of the report and its format through user feedback</li> <li>10. Propose a framework for possible future expansion of the project through additional phases to include the whole City</li> </ol>
<b>Project Deliverables</b>	<p>A report will be published for use by elected officials, City managers and staff that contains the following:</p> <ol style="list-style-type: none"> <li>1. Explanation of the project and what neighborhood indicators are</li> <li>2. Definition of neighborhood statistical areas and an inventory or crosswalk of how they relate to other geographic areas (e.g. census tract or block, Zip Code, aldermanic district, etc)</li> <li>3. Summary of Citywide values for each category and indicator</li> <li>4. Single page summary for each of the neighborhoods, a comparison to the City as a whole, and a discussion of significant results</li> <li>5. Recommendations on a database design to facilitate analyses and ongoing monitoring as the effort is expanded citywide</li> </ol>

<b>How will progress be measured?</b>	<p>Occasional progress reports will be provided at the Mayor’s management team meetings, which are typically every other Tuesday. Key measures of progress include:</p> <ul style="list-style-type: none"> <li>• Finalization of project charter</li> <li>• Initial meetings of project staff and key team members</li> <li>• Internal announcement of indicators project to D&amp;D heads and alders</li> <li>• Identification of data sources for selected indicators</li> <li>• Publication of report and summary of data as internal decision-making tool</li> </ul>
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<b>Project Constraints / Concerns</b>
<ol style="list-style-type: none"> <li>1. Politics of “labeling” neighborhoods. The report will not assign an overall score or status of an individual neighborhood.</li> <li>2. Agreement on the indicators and supporting the decisions made. Availability and timeliness of data will be a factor.</li> <li>3. Need for confidentiality. Data will be summarized by area and will not be available on a more defined level (e.g. address or street name).</li> <li>4. Interpretation of the data will be critical. Potential causes must be investigated prior to making decisions on resource allocation. A verbal discussion in the report may be necessary to provide context, explain results, and identify programs that could address an issue.</li> <li>5. How will the public be engaged and help identify these indicators? A high degree of public interest could be expected. The 2006 Neighborhoods Conference solicited public input and resulted in quality suggestions – many of which will be used. As a pilot project with a quick turnaround time, most of the work will rely on internal staff efforts. Data resources and external partners offering technical assistance will be engaged as needed. As the project grows beyond the pilot stage, it is expected to attract additional support and public input.</li> <li>6. Staff time is limited, especially for the new neighborhood position. This new position will also be assigned to implement numerous other recommendations from the Neighborhoods Team (from the DPD reorg.) and participate in the creation of neighborhood plans.</li> <li>7. How will indicators be tied to City programs? In many cases, the relationship may be obvious. In some cases, the City may not have a program that directly addresses an indicator, but one could be developed. Also, some indicators may be more heavily influenced by non-City programs or entities. Quantifiable results can help engage non-City entities in finding solutions to neighborhood challenges.</li> <li>8. How will these indicators be used in budgeting and reallocation of existing resources? More information and earlier awareness of issues will naturally aid in effective resource allocation. It would have to be determined if a scale- or points-based system would be practical and beneficial.</li> <li>9. The number of indicators compiled for the pilot project may be limited. For future expansion, every effort will be made to ensure a range of indicators that provide an assessment of neighborhood wellness from many different angles has been identified.</li> </ol>

<b>Implementation Plan / Milestones</b>
<ol style="list-style-type: none"> <li>1. A timeline with specific dates will be developed after the new planning position is filled</li> <li>2. Finalization of project charter and formulation of project needs (March 2007)</li> <li>3. Identification of in-house staff and fiscal resources for the project (TBD)</li> <li>4. Review of best practices and previous City efforts (TBD)</li> <li>5. Define neighborhood statistical area boundaries (TBD)</li> <li>6. Identification of data sources for likely indicators (TBD)</li> <li>7. Announcement at D&amp;D meeting (TBD)</li> <li>8. Informational session with alders (TBD)</li> <li>9. Data collection and summarization (TBD)</li> <li>10. Publication of final report (TBD)</li> </ol>

<b>Communication Plan</b>
<p><b>Internal</b> – Announcement to Mayor’s management team and department &amp; division heads. Progress reports to Mayor’s management team (by project manager). Publication and availability of final document (on Mayor’s Office and P&amp;D websites with several hardcopies)</p> <p><b>External</b> – Publication and availability of final document (on Mayor’s Office and P&amp;D websites with several hardcopies).</p>

<b>Project Team Members</b>		
<b>Team Members</b>	<b>Roles</b>	<b>Responsibilities</b>
TBD (new neighborhood position)	Project Manager	Overall project management
Andrew Statz, Mayor’s Office	Project Coach	Project coordination/facilitation, liaison to Mayor and staff
Bill Fruhling, Planning Unit	Project Staff	Compilation and development of draft and final product
Jule Stroick, Planning Unit	Project Staff	Compilation and development of draft and final product
Dave Faust, IS	Project Staff	Compilation and development of draft and final product
Tim Bruer, Alder	Team Member	Sponsorship, external coordination/facilitation, review
Brad Murphy, Planning Unit	Team Member	Sponsorship, intra-agency coordination, review
Dorothy Conniff, OCS	Team Member	Provision of data, intra-agency coordination, review
Hickory Hurie, CDBG Office	Team Member	Provision of data, intra-agency coordination, review
Mark Olinger, P&D Director	Team Member	Provision of data, intra-agency coordination, review
Agustin Olvera, Housing Operations	Team Member	Provision of data, intra-agency coordination, review
Noble Wray, Police Department	Team Member	Provision of data, intra-agency coordination, review
Enis Ragland, Mayor’s Office	Team Member	Provision of data, intra-agency coordination, review
Lucia Nuñez, Dept of Civil Rights	Team Member	Provision of data, intra-agency coordination, review
Dan Bohrod, Comptroller’s Office	Team Member	Budget and finance issues, liaison to Comptroller’s Office

<b>External Partners</b>		
<b>Partners</b>	<b>Roles</b>	<b>Responsibilities</b>
UW Applied Population Lab	Potential technical assistance	Assist in identifying, compiling and manipulating available data
WI Dept of Health and Family Services	Potential data resource	Provide data and interpretation
Madison Metro School District	Potential data resource	Provide data and interpretation
Dane County	Potential data resource	Provide data and interpretation
MGE	Potential data resource	Provide data and interpretation
Others to be determined		

**Sponsor Sign-Off**

\_\_\_\_\_ Date: \_\_\_\_\_  
SIGNATURE

**Direct questions about this document to:** Andrew J Statz, Mayor's Office, 266-4611, [astatz@cityofmadison.com](mailto:astatz@cityofmadison.com)