Scope of Work

Baseline Data

University of Washington

CEP 460 Planning in Context

Abdi Ahmed, Nathan Bombardier, James Cooper, Janine Denney-Mazzilli, Diana Gil-Vargas, Heather Lecrone, Adam Matza, and Roy Wong

City of Tacoma

WASHINGTON

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Project's Overall Objective

This project will create a list of recommended indicators for the City of Tacoma's 2025 twenty six provided Accountability Measures. In other words, this project will recommend indicators for each Accountability Measure. Our final product will provide background information, a pro, a con, and, if easily available, provide information for how to access the data if it is already being collected for each indicator. Our recommendations may derive from examples used in programs such as the STAR Community Rating System. We will compare the City of Tacoma's chosen indicators to other best practices and other rating systems and may, based on our analysis and findings, recommend additions or changes to the Accountability Measures.

Within the five selected categories, this project will rank each Focus Area, each Accountability Measure within the Focus Area, and, if applicable, rank the indicators for each Accountability Measure. This will provide an order of importance in collecting the data in the future. The scope for this project will instruct the City of Tacoma and the Spring Quarter class, explained below, on *what* data to collect; the goal of this project is not to *collect* the data.

Project's Major Outcome and Deliverable

The final product will consist of a White Paper with a ranked assessment of each Focus Area, Accountability Measure within the Focus Area, and indicators for each Accountability Measure. There will be two versions of this report, a written document with detailed explanations and an Executive Summary.

The White Paper will end with recommendations for the development of a Spring Quarter class that will be offered on the University of Washington (UW) Seattle and Tacoma campuses. The White Paper will anaylze and synthesize our findings on the above points, as well as identify people and places doing excellent, cutting edge data collection and analysis for cities and urban areas. The White Paper will include a summary of the precedence we drew from, a history component, and identify potential guest speakers from UW and other institutions.

Methods

We will be divided into four research teams of two: Nathan and Heather, Janine and Diana, Adam and Abdi, and Roy and Cooper. Each team will be assigned a Focus Area to research the background on indicators and then provide indicator(s) to measure the Accountability Measure along with justification for the chosen indicator. When the group meets to discuss the indicators, they will present their findings to the group, answer questions, provide feedback, and make any necessary changes.

To analyze each Focus Area, we will follow this methodology:

1) Research, How do you define a good indicator and how do we know if it's a good indicator?
2) We are given a Focus Area with Accountability Measures. The Focus Areas are final but, if needed, we will add, remove, or alter the Accountability Measures.
3) What would I need to do to fulfill this accountability measure?
4) What is Tacoma asking for? Including unit of analysis
    a) What terms need to be defined? Does the City of Tacoma have a set definition?
    b) Create a list of things we need in order to complete the work.
        i) For example, we may be unable to research an Accountability Measure without additional information from the City of Tacoma. If we need additional information, we will email the City of Tacoma our questions.
    c) Do we have data sets for these units of analysis?
        i) For complicated Accountability Measurements, multiple indicators will be necessary.
        ii) Yes or no? Best available science?
        iii) No - is there proxy data?
            (1) No - category?
            (2) Yes - done
        iv) Yes - done
        v) Is there baseline data?
5) Prioritize the Accountability Measures
6) Recommendations
    a) Fill out the google sheet: https://docs.google.com/spreadsheets/d/1wtEdSnmANgsUEBDHDxQYd46g7BGIpUKza1cpgqiVAY8/edit#gid=42529561
        i) Focus Area (each page)
        ii) Accountability Measure
            (1) Definition

(2) Key Terms
(3) Unit of Measurement
(4) Indicator (1-5 indicators per Accountability Measure). These should be listed in priority of what the researchers think is most valuable.
    (a) Where the indicator is from
    (b) Why it would be useful
    (c) If Tacoma is already tracking it
(5) Identify People

Every Friday, the group will meet to prioritize the Accountability Measures and discuss comparisons between different Accountability Measures and Indicators.

Sequence of Tasks/Timeline

Milestones:

As a group, we set general deadlines that have room for smaller deadlines within them to be defined by each research team. We defined Fridays as the requirement to have a minimum of three Accountability Measures complete each week. This enables the group to discuss the results and, if needed, ask research teams to do further analysis. By November 20th, all Accountability Measures will be complete to leave ample room for additional analysis and summarizing so that we may provide Tacoma with a useable report.

Week Six:

- Wednesday, November 1st:
    - Midweek checkpoint. This is our opportunity to check-in as a group and ask questions.
    - Tentative: Preliminary presentation to the City of Tacoma

Week Seven:

- Wednesday, November 8th:
    - Midweek checkpoint. This is our opportunity to check-in as a groups and ask questions.
    - Economy, Education, Livability, and Accessibility and Equity research complete. Spreadsheet should be done and a small summary is suggested.
- Friday, November 10th:

    - Present Focus Area findings to the rest of the group (EACH group MUST have three Accountability Measures complete)
    - We will present our findings to the rest of the group with the opportunity to ask questions and compare indicators

Week Eight:

- Monday, November 13th:
    - Assign roles for Final Report and Presentation
- Wednesday, November 15th:
    - Midweek checkpoint. This is our opportunity to ask other group members questions.
- Friday, November 17th:
    - (EACH group MUST have three Accountability Measures complete)
    - We will spend today presenting our findings to the rest of the group.

Week Nine:

- Monday, November 23rd:
    - All indicators for all Accountability Measures were complete on Friday
    - We will assign roles for the report, final presentation, and standardizing the information on the Excel spreadsheet
- Thanksgiving

Week Ten

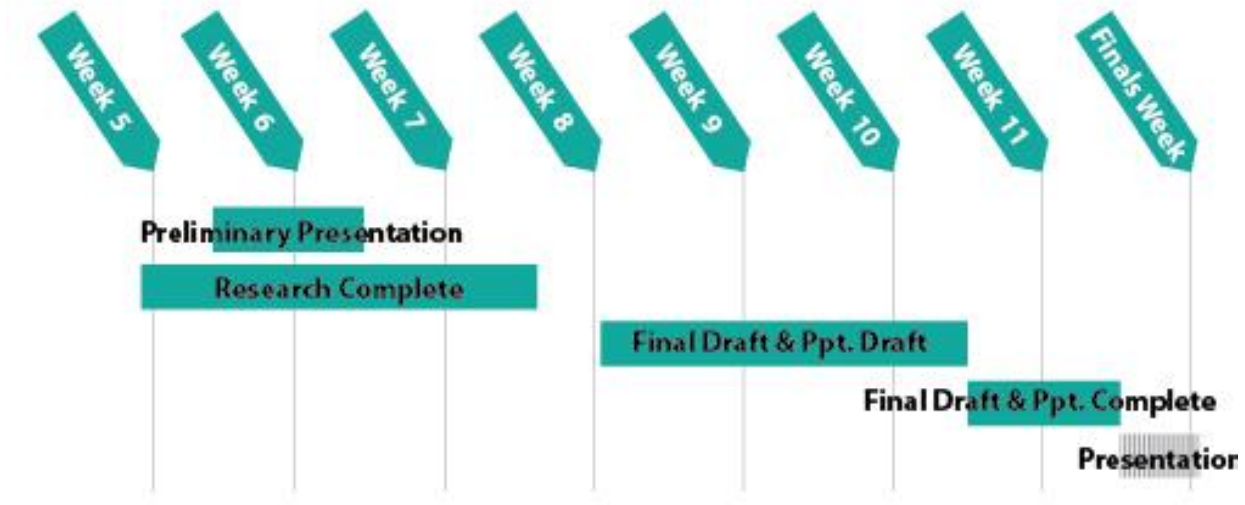
- Monday, November 27th:
    - Outline and Brainstorm final report details
- Wednesday, November 29th:
    - Midweek checkpoint. This is our opportunity to ask other group members questions.
    - Draft of Final Report complete
    - Draft of Final PowerPoint
    - Teammates edit report
- Friday, December 1st:
    - Group Work: Edit report
    - Draft of Final Report Submitted to the City of Tacoma

Week Eleven

- Monday, December 4th:
    - Edits from the City of Tacoma have re Report ready
    - Final Powerpoint Complete
- Date Unknown: Final presentation to the City of Tacoma

Finals Week

GANTT Chart



This is the preliminary report. Following our updates, the timeline will be implemented into a final GANTT chart.

Project Management Roles

- Roles to be Assigned on October 20th
    - Economy: Roy and Cooper
    - Education: Nathan and Heather
    - Livability: Diana and Janine
    - Civic Engagement Adam and Abdi
    - Preliminary Presentation Group (Cooper and Adam)
        - Assigned Week 8 Monday
    - Final Presentation Group (2-4 people)
        - Assigned Week 8 Monday
    - Report Draft Group (2 people)
        - Assigned Week 8 Monday
    - Report Editing Group (2 people)
        - Assigned Week 8 Monday
    - Report Final Group (2 people)
        - Assigned Week 8 Monday
    - Spring Quarter, White Paper-Focus Group (2 people)
        - Spreadsheet Creation Group: Janine

Problems, Barriers or Other Constraints

Accountability Measures: One problem we anticipate is comparing Tacoma's Accountability Measures to those of other cities and seeing whether Tacoma Accountability Measures up well or are inadequate. Adjusting Tacoma's Accountability Measures if necessary and communicating our findings with the right people to receive feedback and gauge our approach. With such a complex project, streamlining our communication and making sure that we receive criticism in a timely manner will help shape the project in the right direction. We don't anticipate waiting on clients constantly because our research will guide and inform the best approach.

Collaboration: Working with a large group can bring a plethora of complications, from developing ideas, engaging with each other, and materializing those ideas. To address the potential problem, we commit to being active group members who respect our differences in perspective and work style. This will enable to overcome the conflicts we may face.

Communication: As a result of having a large group, we anticipate that some members will misunderstand tasks. To address this concern, we will ask group members to verbally express their responsibilities to the rest of the group in order to ensure that everyone understands the task at hand. We are also concerned about ensuring sufficient communication between our group and the City of Tacoma and hope to determine email communication expectations with Tanisha, Steven, and Chris.