From the roads we drive on, to the parks and lakes we enjoy, to the Sheriff's Office that keeps our communities safe, counties are at the cornerstone of Wisconsin's quality of life. County governments must evolve to meet the changing needs of the residents we represent and create public policy needed and deserved by our residents. Due to state and federal funding reductions, paired with increasing demand for a multitude of services, counties have to find innovative, effective solutions to better serve our communities.

The Dane County Board of Supervisors comprises 37 elected supervisors from each of the districts in the county. The 2015 estimate has the county's population at 523,643, including a great concentration of diverse populations, making it the second most populous county in Wisconsin. The County Board acts similarly to the state legislature in that it is the policy-making body of county government and enacts county ordinances, levies taxes, and appropriates money for services. In the interest of better serving our community to our fullest capacity, the Office of the Dane County Board of Supervisors wishes to submit its UniverCITY Alliance application for the 2017-2018 academic year. Our primary contact for this endeavor is:

Karin Peterson- Thurlow,
Dane County Board of Supervisors Chief of Staff
Phone: (608) 266-4533
peterson.karin@countyofdane.com
https://board.countyofdane.com/supervisors

Sustainability Statement:
Dane County has a strong commitment to inclusive leadership and long range planning for community resilience and sustainability in relation to the triple bottom line of environment, economy, and social equity. This commitment is evidenced by the plans we have undertaken:

- Inclusive Engagement—Dane County is taking the steps necessary to end racial inequity and is positioned to continue on this path to ensure all residents have the opportunity to live full, healthy lives. The 2015 Racial Equity Analysis of Dane County Government, initiated by the County Board Office and conducted by an independent third party consultant, is a response to the data on the county's severe racial disparities identified in the Race to Equity Baseline Report released in October 2013. The recommendations of the analysis called upon county government to work toward the following overarching and interrelated goals.
    - Develop infrastructure and tools to increase Dane County employees' and residents' understanding of and ability to advance racial equity.
    - Implement strategies to ensure Dane County is an effective and inclusive government that engages community and is responsive to its needs.
    - Ensure that Dane County's communities of color share in the County's economic prosperity.
    - Ensure that all neighborhoods and people are safe and racial disproportionalities in the criminal justice system are eliminated.
    - Ensure that all residents have healthy life outcomes.
    (https://board.countyofdane.com/documents/pdf/FINAL_USDN%20DRAFT%20presentation_June%2020%202016%20ALL%20slides.pdf and http://www.centerforsocialinclusion.org/dane-county-wisconsin-racial-equity-analysis-and-recommendations/ and http://racetoequity.net/801-2/)

- Fiscal and Environmental Sustainability—The Dane County Government Sustainable Operations Plan focuses on the county's internal operations and management and is intended to guide county leadership, elected officials, and county government staff in collectively carrying out the county's daily operations in a

sustainable manner. It incorporates the county's adopted sustainability principles across virtually all operational areas of the county—the vehicles we drive, the energy and water we consume, the construction and operation of our buildings, the products we purchase, the way in which we view and handle our "used" materials—to create a more environmentally, economically, and socially sustainable county government now and into the future. Plan categories encompassed in this application are: (https://board.countyofdane.com/documents/pdf/final_dane%20county%20sustainable%20operations%20plan_jan2016.pdf)

- o CLIMATE CHANGE MITIGATION & ADAPTATION
  Dane County is committed to reducing greenhouse gas emissions generated by all county operations and facilities, and to planning for and implementing climate adaptation measures to build resilience in the face of current and future impacts of global climate change on government operations and our community.
- o WATER & WASTE
  Dane County demonstrates wise water use and promotes water conservation in all county government operations to ensure access to clean and abundant water for current and future generations. Dane County promotes sustainable materials management by reducing consumption of resources and by using resources most productively and sustainably throughout their lifecycles, from the point of resource extraction through material disposal. This approach optimizes the use of resources, reduces solid waste across county operations, and reduces associated environmental, economic, and social impacts.
- o EDUCATION & OUTREACH
  All Dane County employees and members of the public are strongly connected to Dane County government's sustainability efforts through wide-ranging opportunities for outreach, education, communication, and engagement.
- o EMPLOYEE EXPERIENCE
  Dane County provides a sustainable, safe, equitable, and healthy work environment that promotes and enhances the health, well-being, and engagement of all Dane County employees.

Proposal Development Process:

Dane County has been committed to engaging in more connected and sustainable policy development and service outreach. With the land grant University of Wisconsin in its backyard, Dane County also sought to incorporate the Wisconsin Idea in that education should influence people's lives beyond the boundaries of the classroom. This first step was begun through the creation of three innovation internships to look at areas of rural housing needs for its aging population, the needs of women prisoners and restorative justice approaches, and community engagement and outreach toward underserved populations. To carry forward the initial research work of these interns, members of the Dane County Board of Supervisors were introduced to the UniverCITY Alliance concept, which could augment stretched government resources and multiply the research and analytical capacities through university assistance.

The Dane County Board of Supervisors recognized that while there were a number of projects to which it could apply this opportunity, the first step prior to any policy implementation was to do a policy analysis and evaluation based on areas the County Board has prioritized for innovation in policy and practice. Thus the first step was convening the staff of the Office of the County Board of Supervisors and County Board Chair to inventory and prioritize issues. The County Board of Supervisors was particularly interested in how, as the policy arm of county government, it could apply a policy lens in a number of areas. Ultimately the areas narrowed to economic development, affordable housing, meeting and mitigating the underlying needs of heavily used county services, and water quality management to improve water quality. From there, taking an look at current practices and building on those policy evaluations, looking at comparative best practices would provide a better guide on where and what the next steps should be, as well as being able to potentially prioritize and allocate public funds in a fiscally responsible manner. Securing a therefore, this application is for the first semester (fall 2017) of the 2017-18 school year. Pending a successful UniverCITY Alliance application and having sufficient funds allocated to the county's 2018 budget, a potential second semester of the 17-18 school year, the summer, and then first semester of the 18-19 school year would continue work on the outcomes and expand the scope of work for the county. This would allow further development of the initial ideas and best practices researched and then continue to implementation in tandem with our county departments. This schedule would also align the academic work with the annual budget cycle of the county government to put implementation in motion.

Administrative Capacity:
Given the role of county government for providing government services mandated by the state and locally, county board supervisors are responsible for setting policy for the county departments. Therefore the intent is that along with at least one designated staff person, at least one county board supervisor will also participate in acting as a liaison with each project associated with the UniverCITY Alliance. This way the outcomes are communicated and carried forward through the legislative committees, policy decision making, and coordinating departments served by that supervisor. In addition, the staff for the Dane County Board of Supervisors will also take the lead in facilitating and coordinating with the larger array of stakeholders, both within and around the county. Our role is to provide the communication and connections with supervisors, county departments, residents, and outside stakeholders. The staff are: (https://board.countyofdane.com/Staff)

- Chief of Staff   Karin Peterson Thurlow
- Sustainability & Program Evaluation Coordinator   Lisa M. Mackinnon
- Equity & Criminal Justice Council Coordinator   Colleen Clark
- Legislative Management System Specialist   Lauren Kuhl
- Election Support Specialist/ Program Analyst   Lila Walsh
- Innovation Intern   Ela Kakde

Proposed Projects:
The Board of Supervisors wishes to engage in a forward-looking innovative policy agenda around the areas of: economic development, affordable housing, assisting high volume consumers of county services, and addressing county water quality through phosphorus, nitrate and sediment management.

Economic Development
Project Lead: Ela Kakde, Innovation Intern

Description: Dane County continues to have the fastest growing population of any county in Wisconsin. Dane County government currently supports a number of economic development resources including the Office of Workforce and Economic Development, the CDBG Commission, and the Commission on Economic and Workforce Development. A recent program initiative is the Big Steps Program. To ensure that we are most effectively advancing the county's economic development goals and priorities, including equity and access in economic development, we wish to conduct a broad inventory of national best practices in county economic development programs and initiatives and, thereafter, to support existing and future Dane County economic development programming. A focus should be on counties and other local governments that are having success in creating next generation industries and job opportunities that also advance the county's racial equity, social equity, sustainability, and other priorities. Approaches need to include but need not solely focus on workforce development with different target populations, innovative approaches to mitigating barriers to underemployment (i.e., addressing needs such as transportation, childcare, and job training), supporting entrepreneurship through training, mentorship, resources, and micro-loans.

Currently Dane County has an overall 2.7% unemployment rate, but its minority populations experience a 22-26% unemployment rate. Industries in Dane County have jobs available and this inventory is growing, however their inability to fills these jobs constrains businesses ability to expand. Connecting underserved populations offers an opportunity to grow Dane County's economy through tax base of business growth and circulation of dollars with increased local employment.

Key Questions/Issues:
1. To build a stronger workforce, what are effective workforce development strategies that can target areas of high unemployment, as well as address youth unemployment and underemployment in Dane County?
2. What best practices and innovations might the county use its resources and relationships for to promote policies that target and engage different populations, i.e., youth, minority, veteran, etc.? Areas should include:
   a. How to provide access to training for different populations

b. What types of support services that different populations need (i.e., transportation, childcare, housing, mentorship, support networks, etc.) and how best to meet them including creative financing models ,i.e. social impact bonds

c. What are the best practices to developing collaborative approaches – who should/could take over when to meet what kinds of needs (i.e. providing access to business training, access to mentors and financing)

3. How might the county use its CDBG funds for different target populations to connect them to entrepreneurship training and funding?

   a. What are the best practices to developing collaborative approaches – who should/could take over when to meet what kinds of needs (i.e. providing access to business training, access to mentors and financing)

4. How might the County connect ex-offenders to local employers and develop strategies for ex-offenders to be successfully reintroduced into the local workforce and to sustain successful placements?

Student Outcomes: Information would be presented in both a report format with an executive summary and a presentation with poster(s).

- An inventory of national best practices in county and local government economic development programming, including case studies.
  - Included should be approaches to reaching underserved and minority populations to connect to workforce opportunities, eliminating barriers to employment, and assisting in entrepreneurial start-up.
    - Research should be done and explain population-specific approaches including language to use, locations and thought leaders that resonate in particular communities.
    - Students should build upon the mapping access to resources as seen in CARPC's Geography of Opportunity http://www.capitalregionscrpg.org/?p=1925 and Spatial Dimensions of Inequality http://www.apl.wisc.edu/publications/Spatial_Dimensions_of_Race_Inequality_GSS_2015.pdf to illustrate different populations' isolation from resources and propose how to connect them.
    - Students should review existing models of outreach and create marketing videos or materials to communicate steps needed for target populations to get connected to resources associated with employment, entrepreneurship resources, and support services.
    - Students should select a practice for implementation and then develop a plan to pilot the practice for a test period. This pilot would be executed by the next semester and those students would assist with modifications as needed and report back their findings.
- An inventory of practices currently enacted at the county with its partners and how identified best practices may augment these approaches.
- Recommendations for best practices—within the limits of state statutes—to implement for economic development programming, including costs associated with start-up monies, staff time, and means for program self funding.
  - How might county CDBG funding along with other sources of funding assist in implementation of best practices? (i.e., workforce, entrepreneurship, community centers to address childcare needs contributing to underemployment)
  - What partnerships with non profits, businesses, and local governments are available and what models would best work to combine and maximize resources?
    - Students should research and develop specific approaches to communicate policies that would allow the county to connect ex-offenders to local employers and develop strategies for ex-offenders both to be successfully reintroduced into the local workforce and to sustain successful placements .
    - Students should identify what configuration of partnerships would allow wraparound services for transportation, childcare, and training for different populations, i.e., minority, youth, ESL, veteran, ex-offender.

Community Impacts:

Workforce is one of the primary foci for the county's Office of Workforce and Economic Development along with connecting opportunities to underserved populations, which is the one of the roles of the county's Office for Equity and Inclusion. Workforce is also the current focus of the state as businesses are expanding but are finding fewer workers to fill t positions at the state's current 4% unemployment rate. Additionally, the County Board of Supervisors created the innovation intern positions in order to connect and reach out to underserved populations to provide greater opportunities and lend a voice to the direction needed for county services. The impact would be growing the county's tax base though entrepreneurs starting new businesses and through expansion of existing businesses . Additionally, minority unemployment rates currently at22%-26% could be reduced with increased wages circulating through the Dane County economy. As a result, populations that were formerly primarily consumers of services become taxpayers, translating into savings and additional income for the county. A targeted approach to allocation of county resources is needed to achieve this objective.

Existing plans and documents:
- Spatial Dimensions of Racial Inequality: http://www.apl.wisc.edu/publications/Spatial_Dimensions_of_Race_Inequality_GSS_2015.pdf
- Wisconsin Poverty Projections 2020 Applied Population Lab: http://www.apl.wisc.edu/publications/WisPovertyBriefing-4.pdf
- Dane County 2010-2014 Consolidated Plan: http://www.danecountyhomeless.org/wp-content/uploads/2014/09/2010-2014-Consolidated-Plan-FINAL-Dane-County.pdf
- Income: a Call to Action by the Latino Consortium for Action & United Way https://www.unitedwaydanecounty.org/wp-content/uploads/2016Latinx-INCOME-exec-summary-reader.pdf
- Employment and Training Association – 2014 Annual Report: http://www.eata.org/PDFs/EATA_Annual_Report_2014.pdf
- Dane County Wisconsin Racial Equity Analysis & Recommendations: http://wispd.org/attachments/article/101/Dane%20County%20Racial%20Equity%20Analysis%20-%20FINAL.pdf
- Dane County Workforce and Economic Profile 2015: http://worknet.wisconsin.gov/worknet_info/Downloads/CP/dane_profile.pdf
- 2015 Dane County Community Health Needs Assessment https://www.unitypoint.org/madison/filesimages/services/2015-community-needs-assessment.pdf
- Hunger & Food Security in Wisconsin & Dane County https://www.publichealthmdc.com/documents/foodSecurityWhitePaper.pdf
- South Central Wisconsin Workforce Development Board Middle College: http://wdbscw.org/middle-college/
- Expanding our ideas of entrepreneurship: http://www.channel3000.com/madison-magazine/expanding-our-ideas-of-entrepreneurship/155999209
- Dane County Jobs & Prosperity Project: https://pdf.countyofdane.com/exec/Jobs___Prosperity_Project_Summary-email_vers_0.pdf

Stakeholder/Partner Participation:
- County Board Supervisors and Office Staff will serve as the primary audience for student presentations and provide informational support both in background and context on how the county's outreach efforts have evolved. They are willing to provide input and feedback on the deliverables during the project.
- Additional participants will have varying levels of involvement:
  o UW Extension can assist students in accessing underserved populations and providing demographic backgrounds as well as locations.
  o South Central Workforce Development Board is willing to be a partner to walk students through programs and hear student presentations.
  o Madison Urban League and Latino Academy will participate in focus groups and adding context to the data and be an additional audience for students to present to as well as refer additional stakeholders.
  o UW Madison People Program and Madison College will provide support to students through Campus specialists and engagement practices regarding workforce outreach, recruitment, and entrepreneurship.

- o   Madison Chamber of Commerce and Greater Madison Convention & Visitor's Bureau
- o   Dane County United Way

Possible classes:
- Center for Cooperatives – Ann Reynolds
- BOLT for Art administration around the Arts – Sherry Wagoner, Director
- Business School – HR, Marketing, Sustainable Business, Tom Eggert
- Institute for Poverty Research and Social Work, Lonnie Berger
- La Follette and School of Human Ecology (SOHE) – program evaluations and Brian Christensen, community action change – identifying change and thought leaders
- Urban & Regional Planning Alfonso Morales – Urban Street Markets, ethnic entrepreneurship
- UWEX and Community Environmental Sociology, Gary Green, & Randy Stoecker
- School of Education
- Geography/cartography/GIS

Best Practice Research Guiding Affordable Housing (AH) Policy
Project Lead: Lisa MacKinnon, Sustainability & Program Evaluation Coordinator

Description: According to the 2010 Analysis of Impediments to Fair Housing Choice and the Dane County 2010-2014 Consolidated Plan, Dane County's population is growing at a faster rate than that of the State of Wisconsin. This is especially seen with housing demand. Additionally, Dane County has become more diverse and there is a growing disparity between those who are able to find and pay rents or mortgages that are 30% or less of their income and those who cannot afford local housing. A 2010 Analysis of Impediments to Fair Housing Choice states that 33% of renters in the study were unable to afford a two-bedroom apartment at market rate. The Section 8 Housing Voucher Program administered by Dane County has more than a two year wait list to obtain a voucher. Increasing demand is driving housing costs in Dane County. This is compounded by growing poverty levels, higher unemployment in minority populations, a growing elderly population, restrictive zoning and land use regulations, language barriers, and a dearth of willing Section 8 landlords and developers to engage in Affordable Housing.

Key Questions/Issues:
We want to get a sense of national/international best practices of local government jurisdictions on effective provision of Affordable Housing from the following planning perspectives:
1. Targeting Affordable Housing needs based on the demographic projections and locations for vulnerable/special populations while addressing each population's specific needs:
   a. Veteran housing
   b. Rural elderly to age in place or assist in moving out of their homes
   c. Families
   d. Low income
2. What are the transportation needs for these different populations in reference to Affordable Housing needs?
3. How to develop and fund Affordable Housing that incorporates sustainability (e.g., energy efficiency, water efficiency, healthy building materials, communal space, green space, etc.)? Are there barriers in the current building codes or cost barriers to developers? How might the county address this?
   a. What is the feasibility of modular units? Cooperative housing models?
4. What kind of real estate and development mechanisms and/or public/private partnerships, can the county incentivize both fiscally and spatially?
5. How can we best reach vulnerable populations through these policies? Do different groups need to be addressed differently? What are best practices around each group of people, e.g., what are the needs of veteran- specific affordable housing?
   a. What are the best practices to connect Affordable Housing info both in availability and rights with ELL/non-native English speaking populations?
6. How should we be matching housing need and demand with location?
7. Are there barriers in state and local codes & ordinances to increasing Affordable Housing?
8. How might the county organize data to track Affordable Housing, vacancy rates, violations, etc.?

Student Outcomes: Information would be presented in both a report format with an executive summary and a presentation with poster(s).

- Students will inventory best practices associated with:
  - Possible county approaches to and funding for housing rehabilitation and revitalization
  - Best practices to connect Affordable Housing info with ELL/non-native English speaking populations
  - Financing of Affordable Housing with different models of public/private partnerships including faith-based and non-profits organizations along with developers. This should include best practices within the state that incentivize developers to do Affordable Housing.
    - Students should survey developers to learn what types of incentives or information developers may need to reach their price points in order to do Affordable Housing.
  - How best to target the Affordable Housing needs of vulnerable populations. Different populations have different needs, what services or approaches work best for each population?
  - Students should outline the top examples of sustainable and/or modular or cooperative units and include cost estimates, sourcing, and changes needed in building codes and planning& zoning to accommodate implementation.
    - Students design or select designs of Affordable Housing developments to apply to Dane County
- Students will create a survey designed to assess housing needs and demand by location and socio demographics, matching housing need. The survey could be administered online using the county's Polco site and in postcard format. https://polco.us/groups/county/dane-county-wi
- Students will conceive and develop an online system that can organize data to track Affordable Housing, vacancy rates, violations, etc.
- Students will map out potential parcels where Affordable Housing could go in relation to employment, transportation, and identified necessary services for targeted populations.

Community Impacts:
A sustainable community ensures that safe, healthy, affordable, and accessible housing exist for all of its residents. This work relates directly to our 2010-14 Consolidated Plan and dovetails with the goals of the City of Madison. Many of these goals are expanded in our 2010 Analysis of Impediments to Fair Housing Choice. This work would provide the foundations of an update to that housing plan. Desirable project outcomes include information on what an appropriate mix of owner-occupied versus renter-occupied units is for a county of our size and demographics, what mix is needed for a stable economic base to encourage stable neighborhoods, and to meet the demands of county homeowners and renters in the future. This information should help form recommendations for policies and programs for overall housing and redevelopment efforts in the county, including a plan for the county's Affordable Housing Development Fund. This is an interdisciplinary issue with potential policy or regulatory solutions that will be useful to the county's long-range planning, zoning, racial equity, sustainability, and community and economic development efforts.

Existing plans and documents:
- Dane County Jobs & Prosperity Project: https://pdf.countyofdane.com/exec/Jobs___Prosperity_Project_Summary-email_vers_0.pdf
- Dane County Housing Needs Assessment: https://www.countyofdane.com/plandev/pdf/Housing_Needs_Assessment_01152015.pdf
- Applied Population Lab's Publication on Madison Housing Insecurity: http://www.apl.wisc.edu/publications/Madison_Housing_Insecurity.pdf
- Evicted in Dane County, WI: A Collaborative Examination of the Housing Landscape: https://gobigread.wisc.edu/wp-content/uploads/sites/3/2015/06/EvictedInDaneCounty_final.pdf
- Multifamily Rental Analysis Report: https://danedocs.countyofdane.com/PDF/capd/2015_Postings/Publications/Multifamily_Rental_Analysis_Report.pdf
- Dane County 2010-2014 Consolidated Plan: http://www.danecountyhomeless.org/wp-content/uploads/2014/09/2010-2014-Consolidated-Plan-FINAL-Dane-County.pdf

- 2010 Analysis of Impediments to Fair Housing
  Choice:https://pdf.countyofdane.com/humanservices/cdbg/2011/analysis_of_impediments_to_fair_housing_choice_2011_final.pdf
  - 2004 Analysis of Impediments to Fair Housing Choice:
    ,https://pdf.countyofdane.com/humanservices/cdbg/2004/Analysis_of_Impediments_to_Fair_Housing_Choice_2004.pdf

Stakeholder/Partner Participation:
County Board Supervisors and Office Staff will serve as the primary audience for Student presentations and provide informational support both in background and context on how the county's efforts have evolved and work with groups. They are willing to provide input and feedback on the deliverables during the project.
- Additional participants will have varying levels of involvement, ranging from expert interviews to being an audience for presentations:
  - Dane County Human Services Department and Committee
  - Dane County Housing Authority and Madison Housing Redevelopment Authority
  - Dane County Planning Department and City of Madison Planning Department
  - Dane County Office of Workforce & Economic Development, CDBG/HOME and Program Specialists
  - CARPC – Capital Area Regional Planning Commission

Possible Participating Classes:
- URPL 641Housing Economics and Policy (also Real Est and Econ 641)
- URPL 844 Housing and Public Policy, Instructor: Kurt Paulsen
- URPL 939 Seminar: Social Planning (also Soc Work 939).
- URPL 944 Seminar: Housing Issues
- Business School: Real Estate,
- UWEX and Community Environmental Sociology
- LAW from a land use real estate to look at zoning code and what barriers might be from a legal perspective to allow Affordable Housing
- Lafollette, Social Work, Sociology, SOHE,

Heavy Systems Users/ Complex Cases of County Services

Project Leads: Colleen Clark, Equity & Criminal Justice Council Coordinator
Lila Walsh, Election Support Specialist/ Program Analyst

Description: Local governments across the country have recognized that a number of individuals repeatedly cycle through jails, emergency rooms, mental-health facilities, and social services, with poor outcomes for the individuals and high costs to the local government. Typically, these individuals struggle with multi-dimensional problems but they are not tracked across systems, making it difficult to identify these individuals and provide coordinated, "wraparound" care. Issues affecting this population include housing instability or homelessness, both acute and chronic medical conditions, mental and emotional conditions, vulnerability because of age and/or disability, disruptive social behavior, history of trauma, brain injuries, or other circumstances that affect cognitive and emotional functioning, history of contact with police, alcohol and/or drug abuse and/or addiction, lack of social supports with resources to assist them, pending legal matters or history of legal problems, and insufficient income.

Early identification of vulnerable individuals and cross-system initiatives to provide comprehensive treatment would reduce their total service needs and prevent future incarceration. Dane County agencies that may be involved in complex cases include, but are not limited to, Human Services, Public Health, Public Safety, as well as Dane County funded nonprofits that subcontract to provide Human Service-related services. Non-Dane County agencies that interact with Dane County agencies on complex cases include local hospitals, local fire and rescue, local law enforcement, UW Madison including the police department, Access Community Health Center, religious institutions, non-profits providing various services not directly funded by Dane County.

Key Questions/Issues:
1. Does the County currently have, or does it need to develop a working definition of a heavy county system users/complex case? Such examples may include but are not limited to:
    a. What are the intergenerational impacts of poverty in how they create systems involvement, i.e. homelessness, mental health, AODA etc. What are the themes in the intersection of needs based on types of users?
    b. What is the intersection of mental health and incarceration?
2. Does the County have data that could be used to identify heavy county system users/complex cases in real time? If so, how should the county be collecting and organizing data so that it can be applied to address these issues?
    a. What kind of predictive analytics can be used when it comes to the available data? What kind of best practices, example policies and removal of policy barriers would allow the county to addressing these needs?
3. What are best case approaches for intervention plans in place to handle heavy county system users/complex cases in order to mitigate negative outcomes for individuals and families and effectively manage the budgetary impact of individuals that utilize high levels of resources?
4. What kind of plan should the County have in place, and any/all necessary agreements with non-county agencies, for how to partner with non-county agencies in heavy county system users/complex cases?
    a. Who are the partners for each type of complex case intervention?
    b. What are the best practices to developing collaborative approaches – who should/could take over when to meet what kinds of needs?
5. Does the County need legislation that would allow actions and interventions that fall outside of standard policy, procedures and rules for heavy county system users/complex cases in order to mitigate negative outcomes for individuals and to reduce the budgetary impact?
    a. How could the County use budget resources and relationships with partner agencies in a more effective way to intervene in heavy county system users/complex cases when they emerge, in order to lessen human and budget impacts over the long term.
6. What types of options are there for creative financing?

Student Outcomes: Information would be presented in both report format with an executive summary, and a presentation with poster(s).

- Students will describe and define the context of what makes a heavy county system users/complex case as described in key question #1. This may involve multiple definitions based on different types of users, intergenerational impacts and context specific behaviors.
- Students will research and identify best case practices regarding service delivery, collaborative funding models, and innovative funding approaches to best address heavy county system users/complex cases.
  - Students will conduct research on communities implementing policies and or initiatives to more comprehensively serve heavy county system users/complex cases.
  - Students will share case studies and analyze how models, i.e. Paid for success can it be applied to Dane County.
  - Students will compile case studies highlighting the problem, policies, and resources needed for implementation of policies.
  - Students will illustrate financial analysis of the impacts of these costs compared to the partnership of services for preventative care.
  - Students will illustrate ways to organize partnerships so that the county can collaborate financially using innovative models based on best practice research.
- Students will design visual scenarios of heavy county system users/ complex case users and alternative scenarios to illustrate potential savings in preventive measures. This will include:
  - Developing a partnering agency schematic of relationships and workflows
- Data – Students will suggest meaningful ways to collect, organize and design analysis of data. Students will participate in developing code and visualizations to present analyzed data in summarized, de-identified format for data sharing platform. For example:
  - Students can interact and assist in developing a data sharing strategy for involved agencies,
  - Based on best practice research, students can suggest procedures to collect, collate and organize data at the county level though existing departments that would not be a HIPAA violation,
  - Johnson County Kansas looked at jail, health and dispatch data – identified 250 people that were likely to be incarcerated in six years in which 146 of the 250 were so incarcerated after year 6. What type of predictive analytics can be used to build preventative policies?

Community Impacts: Dane County Departments have the services and relationships with service partners and residents. With the County Supervisors understanding best practices in this field, University research can help guide policy approaches to enable the best use of resources. Policy approaches can in turn allocate the needed funding to get such initiatives off the ground, remove policy barriers and foster partnerships with surrounding agencies in meaningful ways. The impacts equal addressing the true underlying the needs of some of Dane county's neediest residents, more efficient rendering of services across the spectrum of partners in this field, and a return on investment as service users can be supported to ultimately support themselves. These impacts would be coupled with the County's commitment to civic engagement in communicating these initiatives and illustrating the importance of working with all the county's residents.

Existing plans and documents:
- Dane County Human Services Statistics: https://www.danecountyhumanservices.org/statistics.aspx
- United Way Chronic Offender Report: https://www.unitedwaydanecounty.org/HousingFirst/HALT-ChronicOffenderRpt.pdf
- Dane County 2010-2014 Consolidated Plan: http://www.danecountyhomeless.org/wp-content/uploads/2014/09/2010-2014-Consolidated-Plan-FINAL-Dane-County.pdf
- Dane County Wisconsin Racial Equity Analysis & Recommendations: http://wispd.org/attachments/article/101/Dane%20County%20Racial%20Equity%20Analysis%20-%20FINAL.pdf
- Dane County Workforce and Economic Profile 2015: http://worknet.wisconsin.gov/worknet_info/Downloads/CP/dane_profile.pdf
- 2015 Dane County Community Health Needs Assessment https://www.unitypoint.org/madison/filesimages/services/2015-community-needs-assessment.pdf
- Hunger & Food Security in Wisconsin & Dane County https://www.publichealthmdc.com/documents/foodSecurityWhitePaper.pdf
- South Central Wisconsin Workforce Development Board Middle College: http://wdbscw.org/middle-college/

- Documents from Dane County Resolution 556 - INVESTIGATING SOLUTIONS TO RACIAL DISPARITIES AND MENTAL HEALTH CHALLENGES IN THE DANE COUNTY JAIL AND THROUGHOUT DANE COUNTY'S CRIMINAL JUSTICE SYSTEM:
    - https://dane.legistar.com/View.ashx?M=F&ID=3741761&GUID=7FC89E1B-A7BC-43D9-83DC-B28C44A53725
    - https://board.countyofdane.com/documents/pdf/556_whitepaper.pdf
    - http://www.journeymhc.org/latest-news/opportunities-like-dane-county-resolution-556-do-not-come-along-very-often/
    - https://dane.legistar.com/View.ashx?M=F&ID=3609822&GUID=978009A0-A9F8-438E-8FF1-E9CD5032FB5D
    - https://dane.legistar.com/LegislationDetail.aspx?ID=2214720&GUID=214312F4-B6BD-49BA-93E4-8502EE38FA29

Examples to possibly draw from:
- http://www.chcf.org/~/media/MEDIA%20LIBRARY%20Files/PDF/PDF%20F/PDF%20FUHSIEvaluationReport.pdf
- https://www.sccgov.org/sites/bos/Management%20Audit/Documents/Highest_Users_of_County_Servvices_Special_Study.pdf
- https://www.unitedwaydanecounty.org/our-work/community-convening/health-council/
- http://dsapp.uchicago.edu/criminal-justice/data-driven-justice-initiative/
- Pay for success or Social Impact Bonds
    - National Council on Crime & Delinquency http://www.nccdglobal.org/what-we-do/major-projects/pay-for-success
    - Pay for Success in Child Welfare Case Study http://www.thirdsectorcap.org/wp-content/uploads/2015/03/Pay_for_Success_in_Child-Welfare_-_A_Case_Study.pdf
    - Cuyahoga County partnering for family success program http://www.thirdsectorcap.org/cuyahoga/
    - http://www.sibreview.com/media/2016/11/30/pay-for-success-child-welfare-evidence-provisions-unexpectedly-struck-from-end-of-session-bill-social-innovation-research-center
    - NACO – national association of Counties – Stepping Up http://www.naco.org/resources/programs-and-initiatives/stepping-initiative
    - NAMI – national alliance for mentally ill

Stakeholder/Partner Participation:
County Board Supervisors and Office Staff will serve as the primary audience for Student presentations and provide informational support both in background and context on how the county's efforts have evolved and work with groups. They are willing to provide input and feedback on the deliverables during the project.
- Additional participants will have varying levels of involvement, ranging from expert interviews to being an audience for presentations:
    - Dane County United Way
    - Dane County Department of Human Services
    - Dane County Sheriff's Office
    - Dane County Criminal Justice Council

Possible Classes:
- Lafollette, SOHE, Public Health, School of Education
- Institute on Research on Poverty, Social Work, Sociology Geography
- Law, computer science, statistics and data science

Nutrient and Sediment Reduction Strategies to manage water quality
Lead: Karin Peterson Thurlow, Chief of Staff
               Lauren Kuhl, Legislative Management System Specialist

Description: The lakes are the crown jewels of Dane County—central to the county's character, economy, and quality of life. Public support for clean lakes and waterways runs wide and deep, yet water quality continues to

be seriously impaired by nutrients like phosphorus and nitrates along with sediment runoff. Rapid urban growth is also accelerating runoff to the lakes and waterways. Dane County is increasing its population by 60,000 people every 10 years, and development has converted many farms, forests, and wetlands to hard-surface urban and suburban uses. Rapid urban runoff carries phosphorus, nitrates and sediment along with other pollution to our lakes and streams. Over the past three decades, a pattern of increasingly intense rainfall events has aggravated runoff from farms and urban areas alike. Farms make up half of Dane county and today's farmers produce more food on less land, at lower cost, but with higher nutrient inputs. Livestock operations in Dane county's watersheds are also expanding rapidly, creating greater concentrations of manure which is of particular concern. Vibrant farms are important to Dane County. But without careful management, intensified livestock and crop production can increase phosphorus, nitrates and sediment runoff.

Key Questions/Issues:
1. What are the best approaches and most economically viable strategies that can assist farmers to comply with conservation standards including nutrient and manure management that the county could assist in cost share funding? How successful have been/are the current approaches and levels of funding?
    a. What type of outreach to farmers is most successful? Who else should partner with the County? How would impact be measured?
    b. What kinds of innovative technologies might farm businesses use to address nutrient and manure management that could be assisted by the County and other funding sources?
2. What kind of policy and ordinance updates are needed to incorporate state farm conservation standards including nutrient and manure management to assist with compliance efforts?
3. In what ways might Dane County create/find funding streams or partnerships in order to provide education, funding and services to help communities becomes aware and address urban runoff and phosphorus related water quality issues?
    a. What programs and practices have been most successful in achieving the desired education and implementation in urban areas?
4. If the county were to provide support for a Partnership with other entities to address local watersheds, what types of adaptive management governance model should be applied to encourage partner engagement, transparency and successive impact?

Student Approaches/Outcomes: Information would be presented in both report format with an executive summary, and a presentation with poster(s).
- Students would identify current practices and then research best-practices to inform the county in addressing conservation standards in regards to nutrient and manure management. This research will include an inventory of available tools, strategies, metrics, and financing for outreach, partnerships and cost sharing, including approaches for assisting farms and farmers. Relevant data, maps, and analysis should be included.
- Students would look at the innovative technologies and business models to address nutrient and manure management in context to the current fiscal policy environment (what are, if any available public funds at the federal and state level) to fund such businesses and technologies.
- Students would inventory existing policies and ordinances to assess gaps and barriers to incorporate farm conservation standards and compliance. Students would then make policy recommendations based on best practices that would include a fiscal analysis.
- Students would research innovative funding, partnership models and outreach approaches specific to engaging with urban audiences about ways to mitigate runoff. Research would specifically include best practice approaches that fit with different audiences based on socio demographic backgrounds and values. Thus strategies presented would illustrate tailoring to different audiences.
- Students would provide research on successful iterations of adaptive management models for watersheds handling manure and nutrient loading. This would also include a step by step guide to guiding partners in transparency, evaluation criteria and possible metrics, and process.

Community Impacts:
Dane County, which has more cows than acres, wants to support their defining industries in dairy and agriculture while protecting water quality and open space as those are factors that contribute to the county's highly successful overall quality of life. The county has been successful both in collaborative outreach with stakeholders to mitigate manure and nutrient management and innovative with utilizing business prospects for waste to

renewable energy/products through public private partnerships. Many of the student projects and outcomes are tying the existing report goals and plans together into a prescriptive approach of recommendations for implementation. The Department of Land and Water Resources, the Lakes and Watershed Commission, and the County Board's Environment, Agriculture and Natural Resources Committee will use the information gathered to consider policy decisions. Additionally the range of funding and outreach options will allow the Board to set aside the necessary funds to achieve these goals and create additional public private partnerships to aid county goals.

Existing plans and documents:
- County Land Conservation Website for the Manure Management Committee: https://lcd-lwrd.countyofdane.com/manure-management/manure-committee
  - Dane County Office of Lakes & Watersheds https://olw-lwrd.countyofdane.com/
- 2014-5 Dane County Lakes and Watersheds Community Engagement Report https://olw-lwrd.countyofdane.com/documents/PDFs/2014-15%20CE%20%20Report.pdf
- The Dane County Nutrient Concentration Study: http://www.madsewer.org/Portals/0/ProgramInitiatives/YaharaWINs/Resources/Documents/Dane%20County%20Nutrient%20Concentration%20Study%2010-8-13.pdf
- Reports and Powerpoints regarding the process for approaching the Dane County public Private partnership BioDigesters:
  - https://www.co.dane.wi.us/press/details.aspx?id=745
  - https://www.epa.gov/sites/production/files/201605/documents/agstar_faq_danecounty_508_093015_final.pdf
  - http://dnr.wi.gov/files/PDF/pubs/ea/EA0003.pdf
  - https://www.nelson.wisc.edu/events/community-environmental-forum/docs/welch_021610.pdf
  - http://newnorthwww.web1.buildmyownsite.com/media/81403/digester%20history%20and%20next%20steps%20for%20biogas%20projects%20in%20wi%20-%20wi%20wind%20works%20and%20new%20north%20-%2007%202012.pdf
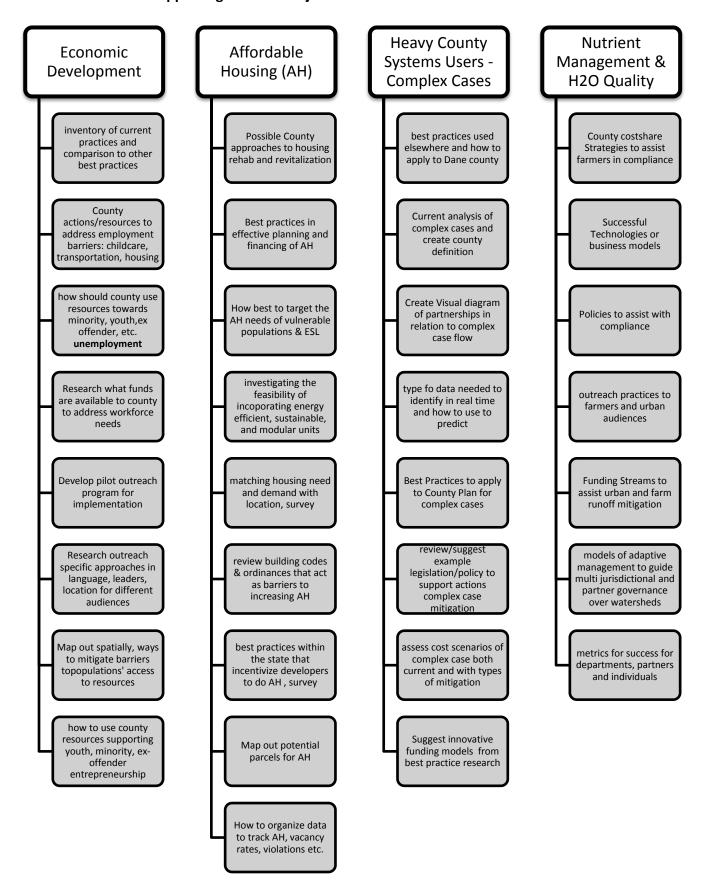
Stakeholders & Partner Participation:
County Board Supervisors and Office Staff will serve as the primary audience for Student presentations and provide informational support both in background and context on how the county's efforts have evolved and work with groups. They are willing to provide input and feedback on the deliverables during the project.
- Additional participants will have varying levels of involvement, ranging from expert interviews to being an audience for presentations:
  - Dane County Lakes and Watershed Commission
  - Dane County Land and Water Resources Department
  - County Land Conservation Committee
  - Clean Lakes Alliance and Rock River Coalition may participate in focus groups and adding context to the data and be an additional audience for students to present to as well as refer additional stakeholders.
  - UW Extension will provide support to students through Campus specialists and engagement practices.

Possible classes:
- Nelson capstone -- Conservation out of Nelson – Arlene Johnson
- Michael Bell in Community Environmental Sociology
- Ag Econ for technology and cost feasibility for farms
- Life Science Communications Capstone to do behavioral change campaigns
- Water Resources Management – Ken Genskow,
- BSE for technologies associated with manure management
- Anita Thompson, LARCH
- Forest & Wildlife ecology -- social Governance of landscapes, adaptive management

Overall Themes and Supporting Student Projects

Economic Development	Affordable Housing (AH)	Heavy County Systems Users - Complex Cases	Nutrient Management & H2O Quality
inventory of current practices and comparison to other best practices	Possible County approaches to housing rehab and revitalization	best practices used elsewhere and how to apply to Dane county	County costshare Strategies to assist farmers in compliance
County actions/resources to address employment barriers: childcare, transportation, housing	Best practices in effective planning and financing of AH	Current analysis of complex cases and create county definition	Successful Technologies or business models
how should county use resources towards minority, youth,ex offender, etc. **unemployment**	How best to target the AH needs of vulnerable populations & ESL	Create Visual diagram of partnerships in relation to complex case flow	Policies to assist with compliance
Research what funds are available to county to address workforce needs	investigating the feasibility of incoporating energy efficient, sustainable, and modular units	type fo data needed to identify in real time and how to use to predict	outreach practices to farmers and urban audiences
Develop pilot outreach program for implementation	matching housing need and demand with location, survey	Best Practices to apply to County Plan for complex cases	Funding Streams to assist urban and farm runoff mitigation
Research outreach specific approaches in language, leaders, location for different audiences	review building codes & ordinances that act as barriers to increasing AH	review/suggest example legislation/policy to support actions complex case mitigation	models of adaptive management to guide multi jurisdictional and partner governance over watersheds
Map out spatially, ways to mitigate barriers topopulations' access to resources	best practices within the state that incentivize developers to do AH , survey	assess cost scenarios of complex case both current and with types of mitigation	metrics for success for departments, partners and individuals
how to use county resources supporting youth, minority, ex-offender entrepreneurship	Map out potential parcels for AH	Suggest innovative funding models from best practice research	
	How to organize data to track AH, vacancy rates, violations etc.		

Community Engagement:

Community Engagement has been at the crux of Dane County's policy agenda. Enacting community participation and outreach concerning the UniverCITY Year partnership is a two-pronged approach. First student will have the opportunity of first working with supervisors, staff, and participating partners to work directly with target audiences, many who are of underserved populations, to survey, collect data and document their stories. County

Supervisors and staff offer direct links to residents affected by these research endeavors. Upon completion, the county will communicate these efforts about the UniverCITY Year partnership by using:

- County Supervisors Website, participating County Department Websites and county publications including press releases. A tab will be made specifically to discuss this endeavor of how University engagement is working to guide county policy with a description of the projects and updates of the outcomes (similar to what is illustrated on Monona's city website.)
- Supervisor Committee meetings – updates about the progress of the UniverCITY Year partnership can be included at relevant committee meetings with the expectation of student presentations of the work.
- Full County Board Meetings which are televised
- Coordinating presentations with other community Feedback meetings i.e. coinciding with the county budgeting hearing.

Long Term Benefits & Next Steps:
Again, as stated before, this application is for the first semester (fall 2017) of the 2017-18 school year, with potential further cooperation dependent on the UniverCity Alliance application process and sufficient funds being allocated in the county's 2018 budget. A potential successful long term benefit would be that the second semester of the 17-18 school year, the summer, and then first semester of the 18-19 school year would continue work on the outcomes and expand the scope of work for the county. This would allow further development of the initial ideas and best practices researched and then continue to implementation in tandem with our county departments. This schedule would also align the academic work with the annual budget cycle of the county government to put implementation in motion. The excitement is that students would be guided and working with our county departments in implementation of policy recommendations and practices that they themselves helped research, create, and recommend. The County Board is thus empowering the next generation of policy and decision makers to effect change that will directly benefit these generations of residents. Successful outcomes will allow the county to see greater participation of underserved populations in the workforce, more Affordable Housing units with people successfully connected to them via transportation and income, a guided plan and model to partner with developers to achieve Affordable Housing to name a few.

Dane County is interested in utilizing innovative best practices in order to set policies thereby engendering efficient and equitable results with county services. This partnership is intended to run past the year in order to help inventory current policy practices and barriers and provide working examples. From there the intent is with the help of the students, implement some of these approaches. Students would be involved in face to face outreach, survey and data collection, designing materials, facilitating small scale charrettes and/or focus groups, and developing road map next steps. However this initial step is crucial for students to understand the county context of services and governance, and the nature of these issues we are investigating. Policy inventory and best practices as a first step allow students to understand the landscape of these issues as well as guide the county forward into cutting edge practices.

Demonstration of Support: Letters of Support (attached)
- Dane County Board Chair Sharon Corrigan
- Chair of the Dane County Lakes and Watershed Commission, Rebecca Powers
- Greater Madison Chamber of Commerce, Zach Brandon, President
- Dane County Housing Authority, Rob Dicke, Executive Director
- United Way of Dane County, Rebecca MOE, President & CEO

Local Financial Contribution:
The County Board proposes a $40,000 investment in the UniverCity Alliance to operationalize the initiatives delineated in this proposal. This amount would be inclusive of all expenses, including travel (which would be minimal) and materials. Upon acceptance of the proposal by the UW, the County Board will memorialize the relationship via a resolution which will specify this local financial contribution.

Additionally, the County Board Office will dedicate staff time and expertise to this important initiative. We anticipate that additional expenses will include the hiring of an Innovation Intern, at Board Office expense, to lead one of the four project areas.

Office of the County Board
Dane County Board of Supervisors
Room 425 City-County Building
210 Martin Luther King Jr. Blvd.
Madison, WI 53703-3342

Supervisor Sharon Corrigan, Chair
608.266.4360 / FAX 608.266.4361
TTY 711 (WI-Relay)

February 2, 2017

Jason Vargo and Kelly Rupp
UniverCity Year Program
UW Madison

Dear UniverCITY Alliance Board,

I am writing in support of the Dane County application for the UW Madison UniverCity Alliance Partnership to explore innovative policy approaches within local government. The opportunity to engage with the University of Wisconsin Madison would afford the Dane County Board of Supervisors an opportunity to develop a forward facing policy agenda based on best practice solutions for tough social and environmental issues occurring in the state, in the nation, and worldwide.

Approaching policy from the perspective of the next generation of leaders who are currently students at the UW would offer local elected officials insight on the trends in government services. Dane County faces resource constraints, a policy environment which is evolving and shifting on both the state and national level, and growing needs to service all segments of our population. The UniverCITY Alliance Partnership would create a powerful, mutually beneficial bridge between Dane County and the University of Wisconsin-Madison, embodying the Wisconsin Idea.

As the Chair of the 37-member Dane County Board of Supervisors, I am happy to commit the time and expertise of the Board Office staff to work on this partnership. Additionally, at least one County Board member will also be involved in each of our identified issue areas, establishing a direct relationship between academic research and local decision-makers.

We are interested in developing policy innovation in the following four areas:

- Affordable housing
- Economic development
- The needs of high utilizers of county human services and the criminal justice system
- Nutrient management & water quality

The Dane County Board has a history of civic engagement in the development of solutions to local issues. We embrace collaborative partnerships to buttress our work, which has focused on the areas of equity, sustainability, and transparency. Guiding our interest in the UniverCity Alliance Partnership is its aspirational nature – that the County Board can benefit from the work of many students in diverse disciplines who are identifying innovative approaches to address long-standing issues. Thank you for your consideration of our proposal.

Sincerely,

Supervisor Sharon Corrigan, Chair
Dane County Board of Supervisors

February 3, 2017

Jason Vargo and Kelly Rupp
UniverCity Year Program
UW Madison
javargo@wisc.edu

Dear UniverCITY Alliance Board,

Dane County's character, economy and quality of life are defined by its waters. Yet lake water quality continues to be seriously impaired by phosphorus runoff, as well as by nitrates and sediment. I support the Dane County Board's application for the UniverCity Alliance partnership particularly because of the powerful opportunity for academic research to identify creative approaches to improving water quality at this crucial moment for the future of our lakes and streams.

I serve as the Chair of the Dane County Lakes and Watershed Commission. The Commission has made phosphorus management our top priority because of its role in causing harmful algal blooms. Phosphorus runoff comes from many urban and rural sources, including runoff from farms, streets, and parking lots. While the Yahara watershed is rightly the focus of considerable efforts to improve water quality, watersheds throughout the county suffer in varying degrees from the impact of phosphorus, nitrates, and sediment loading.

The multi-faceted approach coordinated by the UniverCity Alliance will provide new models for innovative funding, partnerships, and outreach approaches for both agricultural and urban sources of water pollution.   We all benefit from viewing complex issues from new perspectives, be it the affect of water quality on fish and wildlife, the economic value of Dane County's water resources, or the recreational opportunities provided by our lakes and streams. I look forward to being an active partner as the UniverCity Alliance unfolds over the course of the year.

Sincerely,

Rebecca Power
Chair, Dane County Lakes and Watershed Commission

February 3, 2017

Jason Vargo and Kelly Rupp
UniverCity Year Program UW
Madison javargo@wisc.edu

Dear UniverCity Alliance Board,

The Greater Madison Chamber of Commerce is guided by its motto, "Supporting Entrepreneurs, Encouraging Innovation, Promoting Economic Growth". I believe the Dane County Board's application for the UniverCity Alliance partnership, with its focus on county-based policy development in the area of economic development, holds promise for the students involved, for those who may not have enjoyed full access to either entrepreneurship or employment in the 21st century economy, and for the county as a whole.

The Greater Madison Chamber of Commerce wants to make the Madison area a global hub for innovation. We believe the visionary ideas and entrepreneurial spirit here make our community unique. Our members include big and small, traditional and pioneering, and tech-savvy and creative businesses and nonprofit organizations.

We know that being the home of Wisconsin's flagship university, an engine of world-renowned research and innovation, is key to the local economy. I applaud the County Board's interest in weaving even greater ties between local government and academia through the UniverCity Alliance partnership. The County Board has indicated that a focus of the economic development component of the relationship should be on approaches embraced by counties and other local governments nationally and internationally that are having success in creating next generation industries and job opportunities that also advance racial and social equity and sustainability. This is a vision the Greater Madison Chamber of Commerce shares. We look forward to the ideas and policy initiatives that will result from this relationship.

With high regard,

Zach Brandon
President
Greater Madison Chamber of Commerce

Dane County Housing Authority

6000 Gisholt
Dr, Suite 203,
Monona, WI
53713 Ph: (608)
224-3636 Fax: (608) 224-3632

February 3, 2017

Jason Vargo and Kelly Rupp
UniverCity Year Program UW
Madison javargo@wisc.edu

Dear UniverClTY Alliance Board,

The mission of Dane County Housing Authority (DCHA) is to promote adequate and affordable housing, economic opportunity, and a suitable Jiving environment free from discrimination. The DCHA works in partnership with community and government organizations to continually promote affordable housing. Dane County is a staunch partner of DCHA and a member of the Dane County Board of Supervisors, Supervisor Mary Kolar, currently serves as the Vice-Chair of the DCHA Board of Commissioners. The possibility of the county working with an array of UW classes to bring new perspectives to policy development around housing issues is potentially a game changer.

As you know, the Dane County housing market has a very low vacancy rate, and the cost of housing — a basic human need — puts severe stress on many low-income families. The questions that the Dane County Board poses in its application for the UniverCity Alliance partnership—including access, sustainability, and partnerships for success—reflect the core values of county government and the concerns of its residents.

The Dane County Housing Authority supports the County Board's application for the UniverCity Alliance partnership and stands ready to be a partner in working with students completing their capstone projects as part of this exciting relationship.

Sincerely

Rob Dicke
Executive Director
Dane County Housing Authority

February 2, 2017

Jason Vargo and Kelly Rupp
UniverCity Year Program
UW Madison
javargo@wisc.edu

Dear UniverClTY Alliance Board,

At the United Way, we bring the community together to tackle Dane County's toughest issues in the areas of education, income, and health — the building blocks of a stable life. Our efforts are focused on specific goals in these areas and they make up our agenda for change.

The United Way has a long-standing and close working relationship with Dane County, particularly as we address the ramifications of poverty, as well as inequities in access to health care and education. I enthusiastically support the Dane County application for the I-JW Madison UniverCity Alliance Partnership.
I am particularly excited about the opportunity to have UW classes from differing academic perspectives develop policy initiatives to address the needs of high utilizers of county human services and the criminal justice system. Many of our most vulnerable residents interact with several aspects of the human services system, as well as the criminal justice system. Further, the intergenerational impact of poverty is sobering.

I believe the range of academic inquiry regarding high users of county services is both broad and deep. For example, we know that data analytics in other communities in the United States go so far as to create predictive models of future service needs for individuals. Best practice research could address not only service delivery models, but opportunities for creative financial relationships such as pay for success approaches.

At the United Way, we are committed to uniting the community to achieve measurable results and change lives. The work that UW students complete in partnership with the Dane County Board to address reat needs of men, women, and children in this community matters. I believe this UniverCity Alliance Partnership is a winwin for both the UW and Dane County.
Sincerely,

Renee Moe
President and CEO