

Detailed Comparison of Community Plans in Madison and Dane County

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Prepared by United Way of Dane County

Introduction

This document contains a summary of the numerous community plans that have been developed in Madison and Dane County in the last few decades. We examine and compare 16 community plans created by various organizations including the United Way of Dane County's Agenda for Change, and community, nonprofit and governmental agencies. We've identified key aspects of alignment in the plans and then categorized the recommendations of various groups in order to easily compare community priorities across all of the plans. We've made several key observations, including (1): There are a large number of plans available in the community; (2) Most of the plans address economic development, income, and/or employment; (3) Many of the plans do not specifically address seniors or children under 5. This is an opportunity for organizations to collaborate, focus resources and change outcomes based on aligned priorities in the community.

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Executive Summary Matrix of Community Plans in Madison and Dane County
Draft September 13, 2017

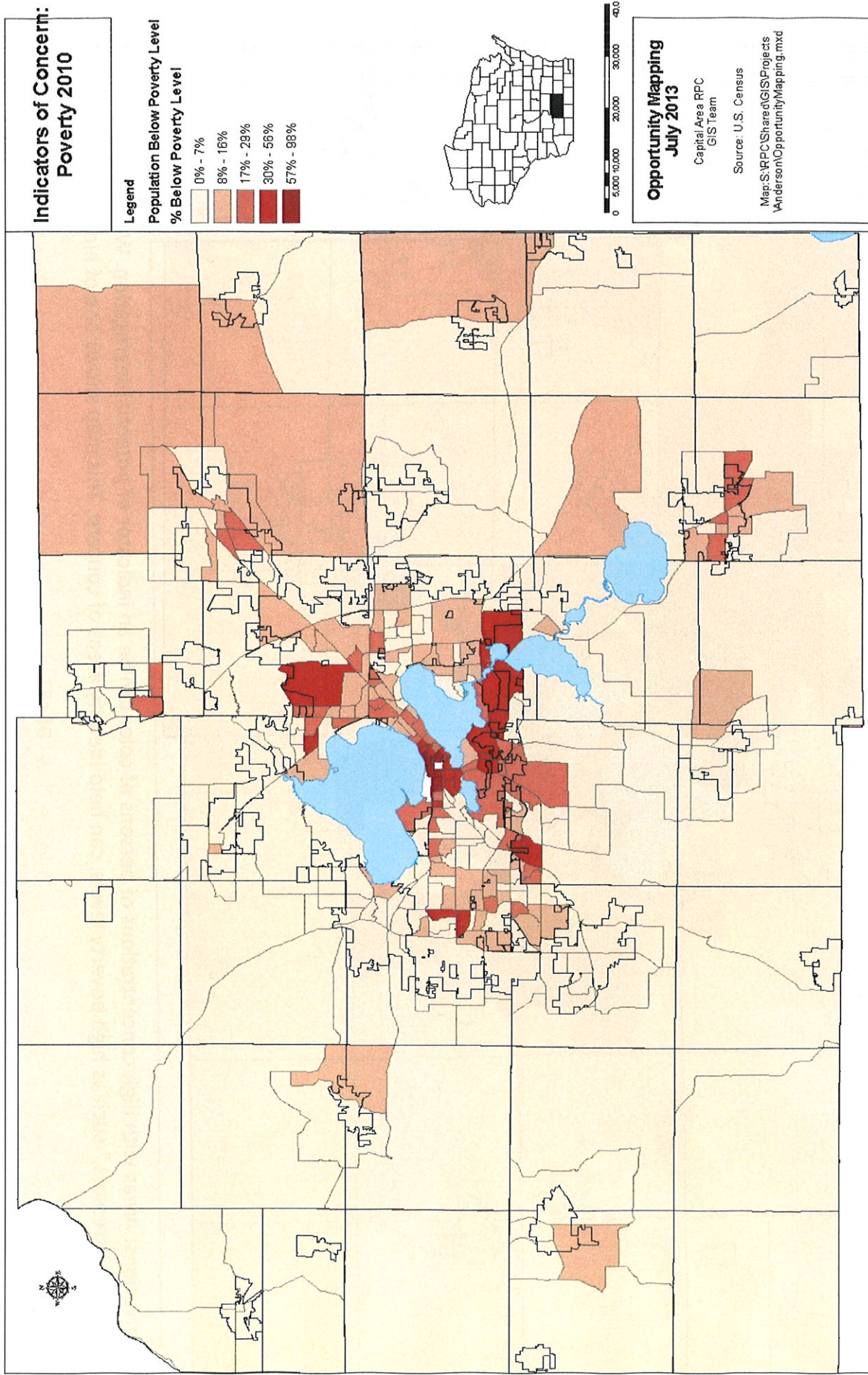


Plan ¹	Agency/Entity	Purpose	Focus on Particular Population	Agency/ Entity Role	Year Published (Original)	Education K-12	Early Childhood Childcare	Health (Behavioral, Dental)	Seniors People w/ Disabilities	Violence Prevention Safety	Recidivism Criminal Justice	Leadership Volunteer Capacity Developmt	Elements Required for 'Smart Growth' Wisconsin Law ²							
													Econ Developmt Income Employment	Housing Food	Regional Cooperation	Transportn	Land Use	Natural Agricultural Resources	Historic Cultural Resources	Community Utilities Facilities
Agenda For Change	United Way of Dane County	Developed with community engagement to build shared vision for community change	Families in Poverty in Dane Co.	Convener Fundraiser Funder Results-Provider	2014 (2003)	X ³	X	X	X	Δ ⁴	X	X	X	X						
Cuéntame Más	United Way of Dane County and Latinx Consortium for Action	Call to action advocating for the needs of Latinx Community	Latinx community in Dane Co.	Convener Mobilizer	2016 (2006)	X		X					X							
Recommendations for police “Use of Force”	NAACP, United Way of Dane County, Dane County Chiefs of Police Assoc.	To discuss and improve relations between police and the community	Dane County Police	Police Convener Mobilizer	2016			Δ		X	X	X		Δ						
15 Point Plan	Focused Interruption Coalition	To address racial disparities/violence prevention/recidivism	African American community	Mobilizer Convener	2016	X		X		X	X	X	X							
Our Madison Plan: Mobilizing Madison for Change	Justified Anger	Coordinate community to narrow racial disparities in Madison	African American community	Mobilizer Convener	2015	X		X			X	X	X							
Roadmap to Equity	Race to Equity (Wisconsin Council on Children and Families)	Results-based plan to identify services/policies to address racial inequality	African American families	Data Provider Mobilizer	2016	X	X	X			X		X	X		X				
Taskforce on Poverty Recommendations	Dane County Human Services Board	Engage community in elimination of poverty, challenge the Dane Co. Board to lead process	Poverty in Dane Co.	Data Policy Govt.	2009				X			X	X	X	X	X				
Community Health Needs Assessment ⁵	Healthy Dane Collaborative (Hospitals, Public Health Madison, Dane County)	Data/surveys for collaborative approach to improve health	Dane Co.	Hospitals Govt.	2016 (2012)	Δ	X	X			Δ		Δ	Δ						
County Health Rankings	Robert Wood Johnson Foundation, UW Pop Health	Actionable data and strategies of health data	Dane Co.	Data Provider	2017	X		X		X			X	X		X				X
Strategic Framework	Madison Metropolitan School District ⁶	Strategy for district so every school will thrive	Madison	School District	2016	X														
Safe & Sound: A Community Plan to end homelessness in Dane Co., WI	Homeless Services Consortium	Provide direction for public/private agencies to prevent and end homelessness	Dane Co.	Funders Agencies Advocates	2016 (2006)			Δ					Δ	X	X					
Advance Now: Madison Region's Strategy for Economic Growth	Madison Region Economic Partnership, Thrive Here, Market St	Developed after Great Recession to take advantage of econ. opportunities	Eight-county Madison Region	Regional Leaders	2012							X	X		X				X	
Connect Madison: Econ. Development Strategy	City of Madison	Moving economy forward by connecting econ. growth and equity	Madison	Govt.	2016	X							X			X	X			
Comprehensive Plan	City of Madison	Policies to guide growth and umbrella for other plans. Req. by 'Smart Growth'	Madison	Govt.	2012 (2006)								X	X	X	X	X	X	X	X
Dane County Comprehensive Plan	Dane County	To comply “Smart Growth” after obtaining state funding	Dane Co.	Govt.	2016 (2006)								X	X	X	X	X	X	X	X
Framework for Change: The indicators for a healthy and flourishing place for all	Capital Area Regional Planning Commission, CARPC	Goals and indicators developed for federal planning grant	Madison	Govt.	2015 update:2018								X	X	X	X	X	X	X	

¹ Please see "Detailed Comparison of Community Plans in Madison and Dane County" for additional details of community plans.
² Required by state of Wisconsin (legislation enacted in 2000) known as 'Smart Growth' where every city, village, county and most towns would be guided by a comprehensive plan. This was done to ensure responsible planning; create a framework for the planning, reign in sprawl, and enhance the health of communities.
³ X indicates primary goal or strategy, Δ indicates secondary goal or strategy
⁴ Original element of 2003 Agenda for Change that has been removed in subsequent updates. This element is still funded through UWDC.
⁵ Required by Affordable Care Act
⁶ There are additional school district and university plans in Dane County, including Sun Prairie, Middleton-Cross Plains, Madison Community School Framework, Madison College, UW-Madison, etc.

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Observations: Higher levels of poverty, shown in darker colors, are seen in the downtown area, along the south and west beltline and in north Madison. Lesser concentrations are found in Sun Prairie, Stoughton and DeForest. Some rural poverty is also evident, particularly in northeast area of the county. Downtown poverty is mostly represented by student population whose poverty is typically more temporary in nature.

DRAFT

Community Plans

1. Agenda for Change—United Way of Dane County

Plan was developed after 3 years of community engagement and research to build a shared vision for change in the community. The community engagement was done by the Focusing Resources Committee, created in 2000, which was a 50-member multidisciplinary task force, made up of representatives from all parts of the community. Originally published in 2003. Last update completed in 2014, although the goals are reviewed annually, along with ongoing reporting of news and progress. United Way exists to unite, achieve measurable results and change lives.

<https://www.unitedwaydanecounty.org/our-work/>

Education

1. Children are cared for and have fun as they become prepared for school.
 - a. Mobilization Plans
 - i. Born Learning (Early Childhood)
2. All students succeed academically and graduate from high school, regardless of race.
 - a. Mobilization Plans
 - i. Academic Success (K-12)

Income

1. More people are on pathways out of poverty
 - a. Mobilization Plans
 - i. Strong Roots: Building Economically Stable Families
 - ii. Journey Home (reducing the return to prison)
2. There is a decrease in family homelessness
 - a. Mobilization Plans
 - i. Housing in Action (Housing and Homelessness)

Health

1. People's health issues are identified and treated early
 - a. Mobilization Plans
 - i. Born Learning (Early Childhood)
 - ii. Academic Success (K-12)
2. Seniors and people with disabilities are able to stay in their homes
 - a. Mobilization Plans
 - i. Safe and Healthy Aging
 - ii. Youth Transitions

Capacity Building

1. United we strengthen local partnerships to achieve measurable results and change lives.
 - A. Mobilization Plans
 - i. Volunteer Engagement
 - ii. 2-1-1 (24/7 Referral)

2. Cuéntame Más—United Way of Dane County and Latinx Consortium for Action

This plan supports a call to action led by the Latino Consortium for Action (LCA), a group of agencies, community councils, and associations advocating for the needs of the Latinx community in Dane County. Published September 2016.

https://www.unitedwaydanecounty.org/wp-content/uploads/cue%CC%81ntame_ma%CC%81s_report_1.1.pdf

Education: Call to Action

1. Multigenerational access to educational services
2. Increase access for K-12 Latinx and English Language Learner (ELL) students to high quality best practice programs
3. Promotion of career and college access and preparatory programs

Income: Call to Action

1. Expand GED, Adult skill development and trade readiness
2. Encourage family-sustaining wages for all full-time workers across all sectors so that they are able to support themselves and their families
3. Promote a reduction in unsafe and unhealthy workspaces for Latinx
4. Intensify investments in culturally relevant and bilingual training programs for Latinx in Dane County, promoting career advancement across employment sectors
5. Promote economic development for Latinx-owned businesses and encourage female entrepreneurs to develop sustainable pathways out of poverty.

Healthcare: Call to Action

1. Improve access to culturally and linguistically appropriate primary and behavioral health services.
2. Hire and retain culturally and linguistically competent healthcare providers.
3. Increase capacity for health education programming

3. Recommendations for police ‘Use of Force’—Special Community/Police Task Force

The Special Community/Police Task Force was created by the Law Enforcement and Leaders of Color Collaboration, which was facilitated by the NAACP and United Way of Dane County in partnership with Dane County Chiefs of Police Association beginning in fall 2014. The purpose of the collaboration was to discuss and improve relations between police and the community through new relationships between law enforcement leaders and leaders of color to handle public outrage from cases from other communities. These recommendations are directed to Dane County law enforcement jurisdictions on ways they can engage their local community, be more responsive to the community and build awareness that these issues may be behind the community’s treatment of people of color. Published in February 2016.

<https://www.unitedwaydanecounty.org/wp-content/uploads/Special-Community-Police-task-force-report1.pdf>

Call to Action: Improve the safety for all involved in police/citizen interactions.

Recommendations:

1. Change Key Policing Practices to Reduce Police 'Use of Force'
 - A. Institutionalize major incident debriefings.
 - B. Create a system of data tracking and analysis.
 - C. Analyze the use of body cameras.
 - D. Explore/adopt restorative justice policies.
 - E. Expand the coaching role of sergeants, to include de-escalation.
 - F. Develop strategic partnerships to strengthen recruitment efforts.
 - G. Reward police GUARDIAN behavior.
 2. Police Academy Training
 - A. Revise police academy training curriculum.
 - B. Train officers to become as competent in de-escalation as they are in weapons use.
 - C. Develop a policy and training on foot pursuits.
 - D. Train and emphasize the use of professional communications at all times.
 - E. Infuse Implicit Bias training throughout all aspects of officer training and continue throughout the career of all officers.
 - F. We call on the Governor to ensure that the State of Wisconsin's Law Enforcement Standards Board (LESB) is comprised of racially and ethnically diverse professionals and citizens to ensure that diverse perspectives are considered when establishing law enforcement standards and police academy training.
 - G. Government entities responsible for funding law enforcement agencies in Dane County should provide agencies with additional funding to improve the quality and frequency of officer training.
 3. Engage and Educate the Community
 - A. Create greater public awareness and educate the community on safe interactions for all.
 - B. Consistently engage the broader community beyond the role of a Police and Fire Commission.
 - C. Develop genuine relationships with community leaders.
 4. Ensure Officer Well-Being
 - A. Develop employee wellness programs focused on mental health, physical health and nutrition
 - B. Use trauma-informed practices to identify and treat potential secondary trauma experienced by field officers.
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4. 15 Point Plan—Focused Interruption Coalition

A framework presented by Leaders of Color to address racial disparities, violence prevention, and recidivism in the city of Madison. The plan was written by community and

religious leaders, grassroots organizations, and city officials to prevent violence and improve the standard of living in these communities. Published July 2016.

<https://bloximages.chicago2.vip.townnews.com/host.madison.com/content/tncms/assets/v3/editorial/d/a0/da0e9766-982c-5676-a299-738510ceb5b4/57e96877c06d1.pdf.pdf>

The Plan

1. Recruit and train peer support coaches for violence prevention (ages 18-35)
 2. Recruit and train peer support coaches for recidivism reduction
 3. Madison Peace Project (ages 8-18 to reduce gun violence)
 4. Awards and protection for witnesses
 5. Youth Employment (paid youth interns)
 6. Mentoring
 7. Create a Restoration Center
 8. Expansion of Community Center Hours
 9. Alternative Sentencing
 10. Mental Health Therapy
 11. Lobby for policies that address social determinants of violence
 12. Remove Offenses on CCAP (for all non-violent offenses for anyone 25 and under)
 13. Court Advocacy
 14. Collaboration with MOST and the Madison Metropolitan School District
 15. Functional Family Therapy and Parent Management Training
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5. Our Madison Plan: Mobilizing Madison for Change—Justified Anger

Justified Anger works to coordinate community efforts to narrow racial disparities in the City of Madison by identifying key priorities and strategies for empowering African Americans in Dane County. In Phase I—“Assessment and Planning” the group listened to and learned from the community, then developed a framework moving forward. Document was published May 29, 2015. The group aims to be a mobilizer, not a provider of programs and services. Currently, they are working to do the following things: (1) Educating and recruiting the white community to take part in the effort; (2) Empowering African American leaders in the Meadowood neighborhood; (3) organizing panels of experts on topics such as education and incarceration to advocate for policy change. Document was published May 29, 2015.

<http://nehemiah.org/wp-content/uploads/JA-Our-Madison-Plan-052915.pdf>

Focus Area: Education

Focus Area Goal: To lead and advocate for policies, practices, and innovations that result in the increased graduation of African American youth that are college and career ready.

Statement of Opportunity: To ensure that all African American students are ready for every education transition from K-12.

Goals and Objectives:

- A. Ensure African American children have access to and are participating in high quality (4 and 5 star-rated) early learning group and family care centers from age 2 through 5 that emphasize age-appropriate cognitive, social, emotional and educational readiness for school success.
- B. Work to enhance parent and family engagement in schools by returning to neighborhood schools for children in grades pre-K to 5, the most critical years of a child's early learning success where maximum parental and family engagement is most effective and important to children's educational development and school success.
- C. Ensure African American children have access to innovative education models in Greater Madison middle and high schools that prepare them for higher education and careers, and tap into and build upon their passion and interests during the most critical period of life (adolescence) when their identities are forming and motivation is being challenged.
- D. Ensure African American children have access to supplementary college and career coaching and development opportunities within and outside schools, that prepare them to succeed academically in secondary school, prepare them for higher education, careers and employment, and enable them to experience all that the Greater Madison area has to offer in these regards.

Focus Area: Economic Development

Focus Area Goal: To lead and advocate for policies, practices, and innovations that results in family sustaining employment, entrepreneurship, and business development in the African American community.

Statement of Opportunity: Improve access to and engagement in education, employment, and entrepreneurship opportunities for under employed and unskilled African Americans ages 24-40 in the greater Madison Area.

Goals and Objectives:

- A. Commit segmental leaders (corporate, economic development entities, education and training, government entities, and community based orgs) to support an agenda that drives economic development in the African American community in the greater Madison area.
- B. Establish partnerships between economic development entities, education and training, government entities, and community based organizations, to provide training opportunities for African Americans in the greater Madison community.
- C. Create pathways for enhancing education, employment, and entrepreneurship opportunities for African Americans in the greater Madison area.

Focus Area: Incarceration

Focus Area Goal:

To lead and advocate for policies, practices, and innovations that prevent and dramatically reduce the incarceration and recidivism of African American in the criminal justice system.

Statement of Opportunity: Assess implementation and outcomes of previous criminal justice studies and task forces and build upon these ideas to divert African Americans from the criminal justice pipeline as well as ensure successful reentry for those who have been incarcerated.

Goals and Objectives:

- A. Advocate to eliminate the Wisconsin Circuit Court Access Portal (CCAP) from use by any entity outside of the public safety, security and criminal justice system, and court system in the state.
- B. Establish the Wisconsin Justice Reinvestment Act model legislation that addresses issues related to incarceration, reentry, recidivism and probation and parole for state, county, and local criminal justice systems.
- C. To establish a diverse and culturally competent criminal justice system to ensure equity for African Americans in the criminal justice system.

Focus Area: Family and Community Wellness

Focus Area Goal:

To identify, lead, and advocate for policies, practices, and innovations that promote the health and wellness of African American adults, children, and families while eliminating racial disparities in key health and wellness indicators in Dane County.

Statement of Opportunity:

[...] We believe that the presence of healthy, thriving families that are succeeding in attaining social, economic, and educational opportunity and mobility, and positive health outcomes is the defining measure of a truly equitable, sustainable, and world-class community, county, and region.

Goals and Objectives

- A. Culturally competent and accessible health care services and providers: Advocate for the development of diverse and culturally competent health care systems, providers and community-based health and educational resources that are respectful, responsive, and readily accessible to African American families.
- B. Culturally Competent and Accessible Health Care Services: Initiate establishment of a network of community-based, community-led Family Wellness Centers supported by culturally competent and diverse staff/providers that offer comprehensive access to basic preventative health services and screenings.
- C. Family Preservation and Restoration: Advocate for systemic reforms to social service and child welfare delivery models, policies, practices, and interventions that result in family preservation, restoration, and stabilization, and that build family capacity to weather crises while leaving families intact.

Focus Area: Leadership and Capacity Development

Focus Area Goal:

To increase, enhance, and sustain the excellent service delivery of culturally competent programs by and for the African American community through the personal, professional, and organizational capacity development of leaders and their agencies.

Statement of Opportunity: Increase the number of African Americans in leadership positions in a variety of fields in Madison businesses and institutions to inspire youth and adults to maximize their skills and talents.

Goals and Objectives

- A. Increase percentage of African Americans working, succeeding and advancing in executive, management, supervisory, community and public leadership roles among

public, private and nonprofit employers, service agencies and elected and appointed offices in Dane County.

- B. Increase percentage of African American youth participating in and completing traditional and non-traditional youth leadership and service programs led and offered by public, private and nonprofit organizations and institutions in Dane County.
 - C. Assist every public, private and nonprofit employer in Dane County with 50 or more employees to develop a talent management strategy and clearly defined systems for recruiting, hiring, on-boarding, coaching, developing, retaining and investing in the professional growth and advancement of African American employees.
 - D. Facilitate building of African-American led community-based organizations to drive change and operate successful initiatives in Dane County.
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6. The Roadmap to Equity—Race to Equity, (Wisconsin Council on Children and Families)

Race to Equity released the “Baseline Report” in October 2013 and this is the ‘roadmap’ to equity, a results-based plan to identify actions, services, policies, system reforms and investments to address Dane County’s racial inequality. It is a two-generation approach to reducing racial disparities based on the best of existing local proposals and plans with relevant national models. “Our purpose is not to “sell” our Roadmap, but rather to have others continue to revise, add, subtract, enlarge and refine the document until we have shaped it into a widely supported action plan. Then we hope to encourage every sector and community within Dane County to find and do their part in transforming our city, county and state into a more inclusive, fairer and better place for all who live here.” Published in February 2016

<http://racetoequity.net/uploads/Roadmap-to-Equity.pdf>

Goals:

1. We must significantly increase the employment, income and wealth of Dane County’s low-income families of color.
 - a. Recommended Actions
 - i. Public, private and non-profit employers should, individually or as groups, publicly commit to recruiting and hiring substantial numbers of additional workers from low-income households of color, and to increasing the racial and ethnic diversity of their overall workforces.
 - ii. Public sector, non-profit and private sector employers should critically review their policies and practices relating to recruitment, definition of job qualifications, credential and educational requirements, interview and reference procedures, and treatment of prior justice system involvement in order to the reduce exclusionary consequences of many current HR practices for a disproportionate number of low-income job seekers of color.
 - iii. Formal employment training and placement providers (public, private and non-profit) should commit to identifying, engaging, training, and placing

significantly more low-income parents of color into jobs and do so in partnership with major employers.

- iv. City and County agencies along with employers, training organizations and youth serving providers should significantly increase the opportunities for youth of color to participate in work preparation activities, work experience, career counseling, and summer jobs.
- v. Community organizations, churches, neighborhood associations, family service providers, neighborhood centers and advocacy organizations should actively help identify, encourage, support, refer and mentor an increased number of unemployed parents of color who are in need of job training or who are entering the workforce.
- vi. Dane County government should explore the overall economic benefits of increasing the minimum wage to a family supporting level as soon as practical; and county, city, employers and non-profit service agencies should assure that all low-income working parents of color benefit from the earned income and child care tax credits for which they are eligible.
- vii. Public and non-profit family serving, housing, employment and economic development agencies, adult education programs, as well as local financial institutions and financial education providers, should significantly increase the fraction of low-income families of color who are “banked,” have access to budgeting and financial coaching, achieve home ownership, and are supported in their entrepreneurial pursuits.
- viii. City, county and the private sector planning agencies should take into account the county’s changing demographics in the crafting of future economic development plans for the region.

- 2. We must expand and improve supports for low-income working families of color to better enable them to balance the twin challenges of parenting and success on the job.

- a. Recommended Actions

- i. County and non-profit providers should substantially increase affordable, quality child care and early learning programs for currently underserved low-income working or job seeking families of color with children under five.
 - ii. City and County agencies along with non-profit providers and public school districts should provide increased availability of quality afterschool care and summer/vacation child care and youth programming for school age children of currently underserved working or job-seeking families of color.
 - iii. City, County, non-profit providers and some large employers should enhance or reconfigure public and non-profit transportation services in order to better meet the job commuting needs of workers/job-seekers residing in each of the county’s high unemployment neighborhoods of color.
 - iv. City, County, and non-profit family service agencies should significantly increase the availability of parent education, family counseling, crisis intervention, and family preservation services sufficient to meet the predictable additional stresses imposed upon newly employed, low-income families with children.
 - v. Public, private and non-profit sectors should invest in significantly enhancing the availability of core family strengthening resources and amenities in the county’s low-income neighborhoods, including access to

- groceries, pharmacies, banks and safe places for positive supervised youth activities.
 - vi. City, County, and non-profit youth serving agencies, along with the courts and public school districts, should significantly increase the availability of quality intervention, support and diversion programs for out- of- school, disconnected or delinquent youth.
 - vii. City, County and state housing agencies, along with affordable housing developers should significantly increase the quantity and availability of affordable, safe and adequate housing to enable low- income working or job-seeking families of color (including those that may have had a criminal record) to benefit from greater residential stability for themselves and their children.
- 3. We must expand and improve supports for children and youth of color to assure that a far larger percentage of them meet early childhood developmental milestones, enter kindergarten ready to learn, and succeed throughout their school careers.
 - a. Recommended Actions
 - i. Public and private health care, child care, mental health and family service providers, along with schools and community organizations, should assure that all low-income parents with whom they work have the knowledge, tools and access to quality services needed to help their children meet pre-school developmental milestones.
 - ii. City, County, and non-profit agencies, along with school systems, should continue to expand affordable and high quality child care and early learning programs, capable of helping all children of low-income working parents meet key developmental and school readiness benchmarks.
 - iii. County school systems and community organizations should expand and improve efforts and opportunities to remove barriers to increase communication with and participation of parents of color in the schooling of their children.
 - iv. County school systems and community organizations should intensify their commitment and actions to diversify their teaching and support workforces to much more closely reflect the diversity of our student populations.
 - v. County school districts' should further deepen the priority they place on early grade interventions and strategies that can increase the percentage of students of color who demonstrate grade level reading proficiency in 3rd grade.
 - vi. County school systems and community organizations should extend attendance monitoring, mentoring, tutoring and counseling support to those students at greatest risk of not meeting academic success benchmarks.
 - vii. County school systems should adopt or expand effective behavioral and classroom/school management practices that significantly reduce reliance on out- of- school suspensions as a conduct management response.
 - viii. County school systems, community organization and service providers should continue and expand efforts to apply best practices aimed at recognizing and addressing chronic absence of at risk students.
 - ix. City, County and non-profit youth serving agencies, along with county school systems, should expand summer learning and enrichment

programming to reduce the extent of summer learning loss among the children of low-income working families.

- x. County school systems should increase their investment in teacher training and support aimed at enhancing the teaching corps' overall effectiveness in helping low-income students of color meet high standard learning goals.
 - xi. County school systems, in cooperation with public and non-profit youth serving agencies, should expand effective and targeted drop-out prevention interventions and programs to reduce failure to graduate rates among those students at greatest risk.
 - xii. County school systems, and their youth serving partners, should take steps to increase the number of students of color who are prepared for, take, and do well on the ACT exam.
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7. Taskforce on Poverty Recommendations—Dane County Human Services Board

The taskforce on poverty was appointed in 2008 and were given the following goals: (1) Assemble and analyze Dane County specific data on poverty; (2) Review the support available currently and identify policy solutions to ameliorate poverty in Dane County; (3) Hold hearings throughout the county to gather input; and (4) make recommendations to the County Board. The mission was to “Engage the Dane County community in the elimination of poverty and challenge the Dane County Board to lead that engagement process” (p.3). The recommendations were proposed to the Dane County Board in order to determine the most effective ways to move people from a state of crisis to stable. Published Nov. 2009.

https://www.unitedwaydanecounty.org/documents/Task_Force_Poverty_Rpt1.pdf

Recommendations:

1. Consider the impact on people in poverty before any decisions (finance, zoning, ordinances, resolutions and otherwise) are made by the Dane County Board.
 - A. Include low-income people as citizen appointees on committees – not just ones that concentrate on poverty issues
 - B. Include “Impact on Dane County residents in poverty” sections to Policy Analysis Statements attached to County Board resolutions and staff reports for Zoning and Land Regulation Committee applications.
2. Restore proposed cuts to vital Human Services Programs throughout Dane County and resolve to maintain or increase the level of investment in services.
3. Make the Task Force on Poverty a permanent commission.
 - A. A permanent commission will be able to work with the County Board to implement policies to help people become more self-sufficient. Elimination of poverty requires ongoing attention, resources and commitment. Rotating membership allows broader participation and engagement on these issues.

- B. A permanent commission with a rotating membership can serve as a reminder of the need to keep this issue on the front burner for the County Board.
 - C. A permanent commission will be able to work with other counties' anti-poverty commissions to share ideas and best practices.
 - 4. Collaborate with municipal and school leaders to maximize resources for households affected by poverty.
 - A. Encourage further communications between Dane County Dept of Human Services staff and representatives from Dane County municipalities and school districts.
 - B. Encourage agencies that have clientele most affected by cuts in services to inform the Dane County Board of changes in funding priority.
 - 5. Ensure that future transportation plans include practical and affordable options for people in poverty to improve access to jobs and services.
 - 6. Transportation planning for senior services must include access to no-cost food options for older adults, like community meals, pantries or farmers' markets. Make affordable transportation available for those who need it.
 - 7. Support the expansion of community and pantry gardens to enable more people to grow their own food. Community gardens have proven to be an effective community development tool to strengthen communities while increasing access to locally grown food.
 - 8. Dane County leaders should use the Wisconsin Elder Economic Security Standard Index Report, July 2008, to evaluate current policies and consider developing and promoting equitable and rational public policies.
 - 9. Adopt a self-sufficiency matrix to measure progress out of poverty. This matrix could be used by the public, private and non-profit sectors to track progress and make course corrections in programming and services.
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8. Community Health Needs Assessment—Healthy Dane Collaborative

This plan originated in 2012 as members of Dane County Health Council developed a joint health needs assessment under the name Healthy Dane Collaborative. Healthy Dane is a community collaborative comprised of 4 Dane County hospitals (UnityPoint Health – Meriter, SSM Health St. Mary's Hospital – Madison, Stoughton Hospital, and UW Health) and Public Health Madison and Dane County. This CHNA is for 2016-2018 and is completed by Healthy Dane partners, Unity Point Health Meriter, SSM Health St. Mary's, and Stoughton Hospital. It includes population health data, feedback from the community including surveys, focus groups and interviews. They note that while many health outcomes are positive in Dane County, communities of color experience disparities regarding social and economic opportunities and health outcomes. Published for 2016-2018.

<http://www.uwhealth.org/files/uwhealth/docs/pdf6/community-health-needs-assessment-2016.pdf>

Health outcomes priority focus needs:

1. Maternal/Child Health
 - a. Infant Mortality
 - b. Low birth weight babies
2. Chronic Conditions
 - a. Death rate due to stroke
 - b. Death rate due to diabetes
 - c. Obesity prevalence
 - d. Asthma Exacerbation
3. Mental Health
 - a. Anxiety prevalence
 - b. Depression prevalence

Factors Contributing to Health Outcomes (the factors below were identified as a community need by more than one criterion. These may provide focus and be given priority consideration in designing community interventions.

1. Health Behaviors
 - a. Unhealthy eating/food insecurity
 - b. Tobacco Use
 - c. Drug Use
 - d. Alcohol Use
 2. Clinical Care
 - a. Access to dental care
 - b. Access to mental health services
 3. Social and Economic Factors
 - a. High school graduation
 - b. Income
 - c. Relationship with Law enforcement/criminal justice
 4. Physical Environment
 - a. Stressed housing
 - b. Unaffordable housing
-

9. County Health Rankings—Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute

The County Health Rankings provide actionable data and strategies of health data of nearly every county in the nation. The health rankings show what is known about the communities and the roadmaps show what can be done to make communities healthier. The roadmaps include the following action steps: work together, assess needs and resources, focus on what's important, choose effective policies and programs, act on what's important, evaluate actions, and communicate. A number of partner guides depending upon role in community (i.e. business, community development, government) are also provided on the website. A list of 'what works for health' also provides programs and policies that are evidence-based practices that have been shown to work in various communities. The rankings show the current overall health and help counties understand what influences healthy residents and how long they will live; they also provide data on the future health of communities. Published March 2017.

Wisconsin County Health Rankings:

http://www.countyhealthrankings.org/sites/default/files/state/downloads/CHR2017_WI.pdf

The following items are ranked

1. Health Outcomes
 - a. Length of Life
 - b. Quality of Life
 2. Health Factors
 - a. Health Behaviors
 - i. Tobacco Use
 - ii. Diet and Exercise
 - iii. Alcohol and Drug Use
 - iv. Sexual Activity
 - b. Clinical Care
 - i. Access to Care
 - ii. Quality of Care
 - c. Social and Emotional Factors
 - i. Education
 - ii. Employment
 - iii. Income
 - iv. Family and social Support
 - v. Community Safety
 - d. Physical Environment
 - i. Air and Water Quality
 - ii. Housing and Transit
-

10. Strategic Framework—Madison Metropolitan School District

This plan is the strategy of the district that was developed in partnership with staff, families, students and community members. Published August 2016.

<https://www.madison.k12.wi.us/files/Framework2016.pdf>

1. Vision
 - a. Every school will be a thriving school that prepares every student to graduate from high school ready for college, career and community.
2. Goals
 - a. Every student is on track to graduate as measured by student growth and achievement at key milestones
 - i. Reading by grade 3
 - ii. Proficiency in reading and mathematics in grade 5
 - iii. High school readiness in grade 8
 - iv. College readiness in grade 11
 - v. High school graduation and completion rate
 - b. Every student has access to a challenging and well-rounded education as measured by programmatic access and participation data.

- i. Fine arts and world languages
 - ii. Extra-curricular and co-curricular activities
 - iii. Advanced coursework
 - c. Every student, family and employee experiences a customer service oriented school system as measured by school climate survey data.
 - i. Parent survey
 - ii. Student survey
 - iii. Staff survey
-

11. Safe & Sound: A Community Plan to Prevent and End Homelessness in Dane County, WI—Homeless Services Consortium

Homeless Services Consortium is a partnership of agencies, advocates, and formerly homeless persons committed to preventing and ending homelessness. The plan intends to provide direction for public and private agencies in Dane County (building upon the 2006 plan) in efforts to prevent and end homelessness, using the Housing First model as the primary approach to end homelessness while also realizing additional work needs to be done to prevent it. The plan at a glance: All persons. 4 goals. 1 result. Published for 2016-2020.

Vision Statement: All households in Dane County should have the opportunity to secure and maintain safe, stable, and affordable housing.

<http://www.danecountyhomeless.org/wp-content/uploads/2014/09/Community-Plan-to-Prevent-and-End-Homelessness-2016.pdf>

1. Goals
 - a. Prevent Homelessness in Dane County
 - i. Objective 1: Identify Barriers and Improve Access to Tenant Services
 - ii. Objective 2: Identify Barriers and Improve Access to Mental Health and Substance Abuse Services
 - iii. Objective 3: Identify Barriers and Improve Connections to Affordable Housing and Jobs
 - iv. Objective 4: Prevent Persons Being Discharged into Homelessness from Institutions
 - v. Objective 5: Implement and Track Diversion
 - vi. Objective 6: Prevent Homelessness Among Unaccompanied Youth
 - b. Support persons and families experiencing homelessness.
 - i. Objective 1: Improve Collaboration Among Service and Housing Providers
 - ii. Objective 2: Improve Outreach and Access to Supportive Housing
 - iii. Objective 3: Increase Rates of Placement from Shelter to Permanent Housing

- c. End homelessness in Dane County
 - i. Objective 1: Realign Funding Structures for Rapid Rehousing
 - ii. Objective 2: Align and Prioritize Capital, Operating, and Service Funding Packages for the Development of New Permanent Supportive Housing
 - iii. Objective 3: Engage Private Landlords to Access Additional Units of Existing Housing
 - iv. Objective 4: End Veteran, Chronic, Families with Children, and Youth Homelessness
 - d. Collaborate with Local, State, and National Partners
 - i. Objective 1: Improve Data Collection and Evaluation
 - ii. Objective 2: Increase Local Community and Political Will
 - iii. Objective 3: Establish Partnerships for Advocacy Work
-

12. Advance Now: Madison Region's Strategy for Economic Growth—Madison Region Economic Partnership

This plan was developed after the Great Recession in order to proactively take advantage of economic opportunities as they reemerge. The plan notes that the Madison region lags behind the nation in creating jobs and income growth and this plan is intended to make Madison more competitive. The plan was developed by Thrive Here, an economic partnership between the eight-county Madison regions and Market Street, a business that helps partners clarify the evaluation and revitalization of different locations. Advance Now was developed in 2011-2012 based on research gathered through a Competitive Assessment and Target Cluster Analysis, as well as feedback from 2,000+ regional leaders and citizens. A 24-member Strategy Committee oversaw development of the strategy, which was facilitated and written by Market Street Services. Published March 2012.

http://madisonregion.org/wp-content/uploads/2015/01/113848_AdvanceNowStrategy_Web.pdf

The strategic goals areas are the following:

1. Advance Economic Competitiveness
 - a. Through a comprehensive regional approach to economic development and the strategic pursuit of job creation and business growth in five target clusters, the Madison Region will be a place with diverse, quality employment opportunities and viable successful businesses.
2. Advance Human Capital
 - a. The Madison Region will grow and attract top talent through a coordinated pipeline, while the current and future workforce will meet and exceed the expectations of firms and business clusters that are starting up, expanding, and locating in the region.
3. Advance Innovation and Entrepreneurship

- a. Entrepreneurs and small businesses in the Madison Region will have access to world-class capital, support services, and management tools in order to productively grow operations and access new markets.
 - 4. Advance the Madison Region's Story
 - a. The Madison Region will effectively develop visionary internal and external marketing efforts to become globally recognized as a competitive and distinctive place for businesses, talent, and quality of life.
 - 5. Advance Regional Cooperation, Leadership, and Diversity
 - a. The Madison Region will fully engage its diverse constituencies and establish partnerships that enhance regional collaboration and demonstrate a consensus approach to shape the eight-county region's economic future.
-

13. Connect Madison: Economic Development Strategy—City of Madison

This plan was written in order to move Madison's economy forward, while focusing on a stronger and more inclusive economy. Published in December 2016.

<https://www.cityofmadison.com/dpced/economicdevelopment/connect-madison-economic-development-strategy/554/>

Strategies:

- 1. Support small businesses, cultivate entrepreneurship, champion new business models
 - 2. Grow tax base and encourage targeted redevelopment in priority areas
 - 3. Create good jobs by building on competitive strengths in key economic sectors
 - 4. Make the economic case for investing in modern and efficient transportation solutions
 - 5. Strengthen the long-term workforce by supporting career pathways for young people
-

14. Comprehensive Plan—City of Madison

The Comprehensive Plan provides general goals, objectives, policies and implementation recommendations to guide the future growth and development of the City. The plan was prepared by the Department of Planning. Adopted by the Madison Common Council on January 2006 and amended March 2012. Similar to the Dane County plan, this plan also contains all nine elements required by Wisconsin state law.

<http://www.cityofmadison.com/dpced/planning/comprehensive-plan/1607>

They are currently updating the new plan here:

<https://www.imaginemadisonwi.com/>

1. Land Use
 - a. Accommodating Growth
 - i. Goal: Madison will continue to accommodate a significant share of future regional population and economic growth and development in an orderly manner consistent with community objectives
 - b. Neighborhoods
 - i. Goal: Energize and empower City residents by providing meaningful opportunities for participation in decisions that affect their neighborhoods and the City as a whole.
 - ii. (2): Madison will be a city of compact, interconnected, mixed-use neighborhoods that are attractive, well-maintained, safe, and provide an engaging residential environment to meet the needs of a diverse population.
 - c. Urban Design
 - i. Goal: Madison will preserve and enhance the unique character and beauty of the City.
 - d. Commercial District Design
 - i. Goal: Madison will continue to be the predominant employment and commercial center of the south central Wisconsin region.
 - e. Commercial Districts
 - i. Goal: Madison's primary commercial activity centers will be attractive, compact, pedestrian and transit-oriented, mixed-use development areas.
 - f. Land Use and Transportation Linkages
 - i. Madison's land use and transportation decisions will be mutually supportive.
 - g. Downtown/Campus Area Planning
 - i. Goal: Maintain and enhance downtown Madison as the predominant activity center and community gathering place for the City of Madison and the surrounding regions, and a diverse, attractive, and unique place to live, work, learn, shop, dine and enjoy entertainment and cultural activities.
 - h. Adaptability and Sustainability
 - i. Goal: Madison will grow and develop in a sustainable way that will protect the high quality natural environment, promote energy efficiency and conservation of natural resources, and create a built environment that is adaptable to future changes in conditions.
2. Transportation
 - a. A Balanced and Efficient Transportation System
 - i. Goal: Develop and maintain a coordinated and balanced transportation system that provides a variety of choices among transportation modes, including automobile, public transit, air travel, bicycle and pedestrian.
 - b. Land Use and Transportation System Coordination
 - i. Goal: Develop and maintain a transportation system that supports new and existing residential employment, commercial and recreation areas, preserves and enhances neighborhood livability and the quality of life for City of Madison residents, while providing for the safe, efficient and effective movement of people and goods.
3. Housing
 - a. Goal: The city of Madison shall facilitate physical, institutional, financial, policy and community cultural (value) environments that support the development, construction, preservation, and availability of safe, decent, sanitary, and

distinctive housing for all Madison residents, and contribute to the development of strong neighborhoods and a thriving, viable healthy city.

4. Economic Development

- a. Goal: The City of Madison will be the predominant urban center in the south central region of Wisconsin, providing a livable, innovative, vibrant and economically flexible community in which
 - i. Businesses want to locate, start, innovate, grow and prosper.
 - ii. Residents have a wide variety of choice in jobs, education and training, and opportunities to prosper.
 - iii. The natural and built environment is supported as an asset for future economic development.

5. Natural and Agricultural Resources

- a. Natural Resources
 - i. Goal: Acknowledge that the natural environment is an integrated unit of interacting land, water, and air resources and ensure that the health and stability of this resource system are maintained.
- b. Land Resources
 - i. Goal: Regard land as an irreplaceable resource and ensure that its use does not impair its value for future generations.
- c. Water Resources
 - i. Goal: Protect, improve and rehabilitate the quality and quantity of groundwater in the Madison area.
- d. Wildlife Resources
 - i. Goal: Protect and preserve are wildlife resources
- e. Mineral Resources
 - i. Goal: Identify and protect the City's non-metallic mineral resources
- f. Efficient and Sustainable Use of Natural Resources
 - i. Goal: Balance the City's need for economic growth and environmental health through sustainable use of natural resources
- g. Agricultural Resources
 - i. Goal: Maintain the region's status as one of the nation's most productive and economically viable food production areas
 - ii. (2): Maintain existing agricultural operations in the City and encourage new, smaller farming operations such as Community Supported Agriculture Farms.

6. Parks and Open Space

- a. Parks and Open Space
 - i. Goal: Develop a unified and continuous system of park and open space, which provides for the highest degree of enjoyment, health, safety, efficiency and well-being of the entire community.
 - ii. (2): Provide opportunities for active and passive recreation; provide visual enjoyment; acquire additional land for park use; and preserve important natural areas from more intensive uses.
- b. Lakes
 - i. Goal: Preserve Madison's lakeshores as one of the City's most important natural assets and a place with varied opportunities for active and passive recreation.

7. Historic and Cultural Resources
 - a. Goal: Maintain and enhance Madison's identity as a center of historic and cultural assets and activities.
 - b. (2): Maintain and enhance downtown's historic and cultural resources
 - c. (3): Develop a fundamental vision for the arts and cultural life of the City through the development of a Cultural Arts Plan.
 - d. (4) Continue to grow Madison's municipal arts program so that it remains responsive to the changing community and supportive of the local arts community.
 8. Community Facilities
 - a. Goal: To locate and maintain public facilities services to support the goals of compact growth, neighborhood revitalization, and sustainable new neighborhood design.
 9. Utilities
 - a. Goal: The City will provide and maintain a high quality, cost-effective, energy and resource efficient public water supply, public wastewater service and treatment, storm water management, and household refuse and recyclables collection for the community; and serve as a warden for the installation of telecommunication facilities and power transmission lines.
 10. Intergovernmental Cooperation
 - a. Future Growth and Development
 - i. Goal: Direct intergovernmental cooperation activities toward ensuring that the City's long-term growth and development objectives can be accomplished.
 - b. Effective Communication
 - i. Goal: Foster effective communication and a good working relationship between the City of Madison and all units of government.
 - ii. (2): Continue to share services with adjoining units of government to eliminate inefficiencies and duplication.
 - c. Comprehensive Planning
 - i. Goal: Work with adjoining municipalities, school districts, special districts, Dane County, and intergovernmental planning organizations to resolve inconsistencies between the City's Comprehensive Plan and the Comprehensive Plans of neighboring jurisdictions.
 - d. Regional Transportation Planning
 - i. Madison should provide leadership and support for transportation planning efforts throughout the metropolitan area.
 - e. Natural Resource Protection
 - i. Communities within Dane County will work cooperatively to protect the region's air and water quality, unique geological, glacial and natural areas, and areas identified as being susceptible to negative environmental effects from development, including steep slopes, wetlands, significant wood lots, intermittent streams and other natural drainage ways, and important wildlife habitat.
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15. Dane County Comprehensive Plan—Dane County

This plan was originally developed starting in 2002 and published in 2006 in order to comply with the Wisconsin Law “Smart Growth” that requires all communities that exercise land use authority to adopt a comprehensive plan. The current plan was most recently amended in June 2016.

<http://www.daneplan.org/plan>

The Nine Elements of the Plan (that are required in all Wisconsin community plans by law) include the following:

1. Issues and Opportunities
2. Housing (adopted June 2016)
 - a. Affordable Housing and Housing Supply
 - i. Goal: Promote and support a full range and adequate supply of housing choices throughout the county that meets the needs of persons of all income levels, age groups, household sizes, and persons with special needs.
 - b. Land Availability for Housing
 - i. Goals: (1) Promote the efficient use of land for housing. (2) Promote an adequate supply of land to meet existing and future needs for housing
 - c. Maintenance of Existing Housing Stock
 - i. Goal: Promote the maintenance and rehabilitation of existing housing stock in Dane County
 - d. Neighborhood and Community Design
 - i. Promote housing that maintains and improves the quality of life for all.
3. Transportation (Adopted November 2012)
 - a. Overall Transportation
 - i. Goals: (1) Provide an integrated, efficient and economical transportation system that affords mobility, convenience and safety and that meets the needs of all citizens, including transit-dependent and disabled citizens. (2) Provide an accessible, integrated and well-maintained multi-modal transportation network that provides for the movement of people and goods in a safe and efficient manner. (3) Coordinate land use and transportation plans and decisions to ensure that transportation facilities are compatible with planned development (4) Ensure that future transportation planning examines the full range of costs associated with infrastructure improvements and programs, including indirect, external, and opportunity costs (5) Reduce transportation's contribution of greenhouse gases that contribute to climate change.
 - b. Air Transportation
 - i. Goals: (1) Support operations of airports located in Dane County through the promotion of compatible land uses to protect their function as a vital component of the region's transportation system. (2) Improve multi-modal access, including public transit services, to the Dane County Regional Airport.
 - c. Bicycle and Pedestrian Transportation
 - i. Goals (1) Provide for safe, convenient and efficient bicycle and pedestrian travel throughout the county, including on-street and off-street facilities

- (2) Promote the development of safe bicycle and pedestrian routes to schools and other community facilities
 - d. Rail Transportation
 - i. Goals (1) Preserve corridors to serve current and planned freight and passenger service
 - (2) Seek opportunities to assist and expand, in a cost-effective manner, the range of passenger and freight rail service options in Dane County.
 - e. Streets and Roadways
 - i. Goal: Correct auto, bicycle, and pedestrian safety problems and provide for street and roadway continuity
 - f. Transit and Public Transportation
 - i. Goals (1) Expand transit services in a manner to achieve an increasing proportion of total trips by transit
 - (2) Ensure that Dane County has a well-functioning paratransit service for people with disabilities and make all transit services as accessible as reasonably as possible
 - (3) Develop a regional transit authority
 - (4) Recognize and promote the economic benefit of transit-oriented development.
- 4. Utilities and Community Facilities (adopted November 2012)
 - a. Overall
 - i. Goals (1) Provide Dane County residents with adequate and efficient public utility services, such as water, sewer, solid waste, recycling, telecommunications, natural gas, and electrical generation and transmission, in a safe and environmentally responsible manner.
 - (2) Ensure availability of access to quality, affordable, efficient community services and facilities such as healthcare, childcare, and recreation to maintain the health, safety, and well-being of Dane County residents.
 - (3) Provide infrastructure, utilities and community facilities and services to meet existing and planned community needs.
 - b. Utilities
 - i. Goals (1) Promote the adequate provision of affordable, efficient, reliable and environmentally sound energy to meet the current and future energy needs of Dane County residents and businesses.
 - (2) Promote the adequate provision of affordable, efficient, reliable, environmentally sound, and aesthetically unobtrusive telecommunications facilities to meet the current and future needs of Dane County residents and businesses.
 - c. Sanitary Sewer and Private Wastewater Facilities
 - i. Goal (1) Plan for efficient use of sanitary sewer service facilities and infrastructure.
 - d. Water Supply
 - i. Goal (1) Protect, improve, and preserve the quality and quantity of water resources. Water resources include, but are not limited to, lakes, rivers, wetlands, watersheds and groundwater.
 - e. Community Facilities: Cemeteries
 - i. Goal: Determine and accommodate future cemetery growth
 - f. Childcare Facilities
 - i. Goal: Encourage availability and access to quality child-care services in Dane County.
 - g. Healthcare Facilities

- i. Goal: Make available and accessible high quality health care facilities and services in Dane County.
 - h. Libraries and Schools
 - i. Goals (1) Recognize and promote the social, educational and economic benefits provided by libraries.
 - (2) Recognize and promote the important role schools play in developing an educated, productive citizenry.
 - i. Police, Fire and Rescue
 - i. Goal (1) Ensure availability of access to quality, affordable, efficient community services such as police, fire protection and rescue, to maintain the health, safety and well-being of all in Dane County.
 - j. Solid Waste and Recycling
 - i. Goal: Promote solid waste reduction, resource recovery, recycling and conservation efforts in Dane County.
- 5. Agriculture, Natural and Cultural Resources (adopted November 2012)
 - a. Agricultural Resources
 - i. Goals: (1) Identify areas of Dane County suitable for long-term preservation and viability of diverse agricultural enterprise and resources. Protect or encourage protection of those areas for the benefit and use of current and future generations.
 - (2) Maintain Dane County's status as one of the nation's most productive and economically viable agricultural areas. Keep farming economically viable in Dane County through the 21st century.
 - (3) Maintain Dane County's rural character and preserve the distinct character and physical separation of Dane County communities.
 - b. Mineral Resources
 - i. Goals (1) Identify and protect as much of the county's non-metallic mineral resources as is practicable, in the context of environmental, residential and other land use planning objectives, to supply local and regional needs. [...]
 - c. Natural Resources
 - i. Goals (1) Develop and promote a countywide system of resource protection corridors as a framework to protect and where possible, restore the natural environment and scenic values, provide outdoor recreation opportunities and preserve for posterity the nature and diversity of our natural heritage. [...]
 - d. Water Resources
 - i. Goals (1) Develop comprehensive water management policies for Dane County, considering the connections between land-use, urban growth, and surface water and groundwater issues. [...]
 - e. Wildlife Resources
 - i. Goals (1) Preserve for posterity the nature and biodiversity of Dane County's natural heritage by protecting and enhancing in-stream, riparian, wetland, and upland habitat, and' protecting, maintaining and restoring diverse, high quality biological communities that occurred naturally in southern Wisconsin (woods, savannas, prairies, wetlands). [...]
 - f. Cultural Resources: Historic and Archaeological Resources
 - i. Goal (1) Encourage permanent protection, interpretation and maintenance for all identified Dane County archaeological sites of significance. [...]

- 6. Economic Development
 - a. Business and Economic Competitiveness
 - i. Goals: Promote the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional and local levels.
(2) Dane County will help to build and promote a robust, sustainable economy that enhances Dane County's quality of life for all residents.
(3) Support the creation of a range of quality employment and business ownership opportunities
(4) Support the creation, retention, attraction, expansion, and incubation of business industry and agriculture that is consistent with the goals and objectives of the Dane County Comprehensive Plan.
(5) Promote workforce development that maximizes benefits to the workforces, business, and industry.
 - b. Community Investment
 - i. Goals (1) Pursue economic development policies that generate and re-circulate wealth in Dane County
(2) Identify and promote 'buy local' policies used by local governments and other public institutions to help strengthen local businesses
 - c. Agriculture and Related Industries
 - i. Goals (1) Ensure that farming remains a viable business/industry
(2) Support and promote the development of community, regional, national, and international markets for agricultural products in order to promote and preserve the county's agricultural industry
(3) Support the creation of conventional, organic, and sustainable agricultural enterprises in Dane County.
 - 7. Intergovernmental Cooperation
 - a. Overall Intergovernmental cooperation
 - i. Goal (1) Facilitate and encourage cooperation and communication between all levels of government [...]
 - b. Conflict Resolution Process
 - i. Goal (1) Establish a consistent process for Dane County and other units of government to resolve intergovernmental conflict
 - c. Intergovernmental Agreements and Cooperative Planning
 - i. Goal (1) Where appropriate, Dane County government should develop and enter into, formal intergovernmental agreements with other communities to reduce costs, provide for more efficient delivery of service, protect regional resources, or to further the goals of the Dane County Comprehensive Plan.
 - 8. Land Use
 - a. Overall Land Use
 - i. Goals (1) Promote the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial and industrial structures. [...]
 - 9. Implementation
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16. Framework for Change: The Indicators for a Healthy and Flourishing Place for All— Capital Area Regional Planning Commission

The plan was published by the Capital Region Sustainable Communities (CRSC) and the Capital Area Regional Planning Commission. The CRSC Consortium included thirty-nine member organizations, including the government, business, and non-profit sectors. Framework for Change presents indicators and metrics to measure and track progress towards accomplishing priority challenges, achieving goals, and realizing the CRSC vision. Goals and indicators developed to carry out work of federal Sustainable Communities Regional Planning Grant Published May 2015. An updated plan is anticipated in 2018.

https://danedocs.countyofdane.com/webdocs/PDF/capd/Publications/Framework_for_Change_Report_web_2015-0630.pdf

Building Blocks

- a. Healthy Ecosystems
 - i. Goal: Preserve, restore and enhance the region's land, air, and water resources and interconnected ecological system
- b. Economic Competitiveness
 - i. Goal: Leverage assets to ensure ample and sustainable education, employment, business and investment opportunities.
- c. Housing Choice
 - i. Goal: A diverse supply of high quality, safe, affordable, sustainable housing and neighborhoods integrated with existing communities.
- d. Efficient, Effective Transportation
 - i. Goal: Safe, efficient, affordable, sustainable, and interconnected transportation choices
- e. Healthy Food and Farms
 - i. Goal: Support, enhance and benefit from food and fiber production, processing, and distribution sectors that are productive, profitable and sustainable.
- f. Efficient Utilities and Services
 - i. Goal: Community members have access to safe, efficient public services and facilities using environmentally sound infrastructure and resources
- g. Vibrant Culture
 - i. Goal: Strengthen our history, diversity, civic life, community character, and native ecosystems and historical landscapes
- h. Regional Collaboration
 - i. Goal: Governments, business and non-profits work together to identify and implement shared goals