UniverCity Year
Green County

A three-year partnership to ignite innovation in Green County, Wisconsin

2017-2020
About UniverCity Year

A PARTNERSHIP TO CREATE BETTER PLACES TOGETHER

UniverCity Year Green County is a three-year partnership between UW-Madison, Green County and its cities, towns, and villages.

The concept is simple.

Local government leaders in Green County identified seven areas that would benefit from UW-Madison expertise.

- Communications and Operations
- Community and Economic Development
- Health
- Transportation
- Housing
- Parks
- Sustainability

Faculty from across the university incorporated these projects into their courses. UniverCity Year staff provided administrative support to ensure a successful partnership.

The results are powerful. UW-Madison students generated big ideas and feasible recommendations to spark momentum towards more sustainable, livable, and resilient Green County communities.
At center, Gavin Luter and Cara Carper, representatives for the project “UniverCity Year,” receive a 2019 Community-University Partnership Award during an event at Olin House, the Chancellor’s residence at the University of Wisconsin-Madison, on June 26, 2019. Presenting the award at far left is Earlise Ward, director of the UW-Madison Morgridge Center for Public Service, and UW-Madison Chancellor Rebecca Blank, at far right. Photo by Jeff Miller, UW-Madison

UW–Madison Chancellor Rebecca Blank presented the UniverCity Year (UCY) program and its partners, including Green County, with a Community-University Partnership Award for their collaborative efforts to address community challenges while exemplifying the Wisconsin Idea of expanding education and outreach beyond the classroom.
UniverCity Year Green County By the Numbers

- Total People Involved: 340
- Projects: 50
- Courses: 25
- Departments: 15 UW-Madison
- Schools & Colleges: 9 UW-Madison
- Faculty: 27
- Project Leads: 25
- Students: 288
Acknowledgments

Thank you to the many Green County and UW-Madison representatives who were essential to this project’s success.

Cara Carper, executive director of the Green County Development Corporation, was the driving force behind this partnership. Her confidence in the county’s potential and her respect for its residents were clear from day one. Thank you for tirelessly leading the way.

Staff and community members across Green County led project teams, attended classes, answered questions, and provided feedback. Thank you for sharing your knowledge with UW-Madison students.

Thank you to the UW-Madison professors, researchers, and staff who gladly rearranged their work to take on UniverCity Year projects. You are igniting innovation across the campus, Wisconsin, and the world.

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Bryan Gadow  
Bill Gartner  
Andrea Hicks  
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Christopher Konop  

Jan Kucher  
Tom Landgraf  
Doug McLeod  
John McKeller  
Alfonso Morales  
Mark Oleinik  
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Charles Quagliana  
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Gavin Luter  
Haley Madden  
Bekah McBride  

Heidi Normandin  
Paul Robbins  
Joel Rogers  
Kelly Conforti Rupp  
Diane Stojanovich  
Beth Tryan  
Matthew Wyndham
Learn more about UniverCity Year Green County

This booklet provides a brief glimpse into the award-winning work of hundreds of people from Green County and UW-Madison. For detailed information on project goals, research methods, findings and recommendations, download the final reports from the UniverCity Year website at univercity.wisc.edu/greencounty.

COMMUNICATIONS AND OPERATIONS:


5. “Support and invest: A model for new teacher mentoring in rural schools.” Independent research project in the School of Education.

COMMUNITY AND ECONOMIC DEVELOPMENT:
1. “Best practices for sustaining the Monroe Farmers’ Market.” Independent research project in the Department of Planning and Landscape Architecture. Professor Alfonso Morales.


6. “Organizational models for the Monroe Cultural Collaborative.” In partnership with WiSolve.

7. “Placemaking and streetscape design for the City of Monroe.” Landscape Architecture 610-611: Senior Capstone in Landscape Architecture. Faculty Associate Eric Schuchardt.


HEALTH:


TRANSPORTATION:


HOUSING:
1. “Constructing senior housing in Brodhead.” Civil Engineering 578: Senior Capstone Design. Adjunct Professor Jan Kucher.

2. “Design concepts for affordable housing in Green County.” Real Estate 611: Residential Property Development and

3. “Development opportunities for affordable housing in Green County.” Real Estate 611: Residential Property Development and

4. “Housing for low-income households in Green County.” Real Estate 611: Residential Property Development and

5. “Identifying and implementing policies for affordable housing in Green County.” Real Estate 611: Residential Property Development and

6. “The role of government and private entities in housing Green County.” Real Estate 611: Residential Property Development and
“Sustainable, affordable housing concepts for Green County.” Real Estate 651: Green Sustainable Development. Senior Lecturer Tom Landgraf.

PARKS:


3. “Pearl Island Recreational Corridor conservation plan.” Environmental Studies 972: Conservation Planning. Honorary Fellow and Senior Lecturer Arlyne Johnson.


SUSTAINABILITY:

2. “Juda School renewable energy generation.” Civil Engineering 578: Senior Capstone Design. Adjunct Professor Jan Kucher.

3. “Solar panel recommendations for Juda School District.” Civil Engineering 421: Environmental Sustainability Engineering. Assistant Professor Andrea Hicks.


5. “Wind energy recommendations for Juda School District.” Civil Engineering 421: Environmental Sustainability Engineering. Assistant Professor Andrea Hicks.


7. “Lowering phosphorus levels in Browntown.” Civil Engineering 421: Environmental Sustainability Engineering. Assistant Professor Andrea Hicks.

Communications and Operations

COMMUNICATION CAMPAIGNS FOR THE MONROE FARMERS MARKET

Held every Wednesday and Saturday from May to October, the Monroe Farmers’ Market is one of the town’s best kept secrets. To increase market attendance, groups of students from Assistant Professor Neil Stenhouse’s Life Sciences Communication 515: Social Marketing Campaigns in Science, Health and the Environment course worked with Jordan Nordby of Main Street Monroe to create marketing and communication plans. Their detailed campaign plans included video advertisements, social media plans, flyers, other print pieces, and catchy slogans that encourage people to enjoy the local food and crafts available at the market.

COST-BENEFIT ANALYSIS OF 9-1-1 CALL CENTER CONSOLIDATION

Green County wanted to explore whether the Brodhead, Monroe, and Green County 911 Centers should be consolidated in an effort to improve services. Students from Professor David Weimer’s Public Affairs 881: Benefit-Cost Analysis class put this to the test, assessing the feasibility of 9-1-1 call center consolidation in these areas. Based on their research, students discovered that a three-part consolidation with minimum staffing would result in $3.2 million of expected net benefits over the next ten years. Additionally, updated GIS data and a standardized dispatch workflow are likely to further improve efficiency and reduce costs.

MARKETING PROPOSALS FOR GREEN COUNTY DEVELOPMENT CORPORATION

The Green County Development Corporation (GCDC), a group of professionals who work together to recruit and maintain businesses and a quality workforce in Green County, partnered with Professor Doug McLeod and his Journalism 445: Creative Campaign Messages class to develop a marketing and communications plan that would increase GCDC visibility and address a labor shortage. To assist with these challenges, Professor McLeod and his class recommended promotional print materials, a new social media campaign, and a restructuring of the GCDC.

MARKETING PROPOSALS FOR MONTICELLO SCHOOL DISTRICT

Retaining high enrollment numbers is a key metric of success for the Monticello School District, which worked with Professor Doug McLeod and his Journalism 445: Creative Campaign Messages class to develop a marketing and communications plan promoting the benefits of enrolling in the Monticello School
District. The team provided the district with a website critique, ideas for tri-fold brochures, flyers, video materials, and a full communication campaign that focused on the district’s ability to provide individualized attention and its positive impact on the community.

SUPPORT AND INVEST: A MODEL FOR NEW TEACHER MENTORING IN RURAL SCHOOLS

In Wisconsin, 77 percent of the school districts are classified as rural or town districts, and studies show that these schools are struggling to recruit and retain teachers. A School of Education graduate student wanted to better understand the reasons for this challenge and find ways to curb the trend. Through her research, she found that feelings of isolation were a main contributor to the recruitment and retention issues afflicting rural districts, so she worked to establish a community of practice group for rural teachers and connected them with professional development resources that would aid in their understanding of rural specific topics. Based on her findings from this study, she developed a new teacher mentoring program that can be used throughout Green County and beyond.
BEST PRACTICES FOR SUSTAINING THE MONROE FARMERS’ MARKET

Coordinated by Main Street Monroe (MSM), the Monroe Farmers’ Market has been a Monroe staple on Wednesday afternoons and Saturday mornings for more than 30 years. To maintain this tradition, MSM partnered with Professor Alfonso Morales to explore evidence-based interventions for sustaining the Monroe Farmers’ Market. Morales recommended two interventions including vendor fees and a four-tier sponsorship structure. Morales noted that in many markets, vendor fees, or the price a vendor pays for a specific spot, cover 60-70 percent of the cost of the market, with sponsorships covering the remaining costs, allowing markets to flourish and grow for many years.

BRODHEAD MARKET ANALYSIS: BUSINESS INVENTORY AND RESEARCH

The City of Brodhead desired a market analysis to assess potential business development opportunities, effective promotional branding of the community, and to generally understand the types of business development that will contribute to the quality of life in this community. New Glarus Village Administrator Bryan Gadow and Green County UW-Extension Community Resource Development Educator Victoria Solomon, and staff from the UW-Extension Center for Community and Economic Development, along with students in the UW-Madison Urban and Regional Planning 912: Planning Workshop, worked together to conduct a downtown business inventory and business stakeholder interviews in support of the creation of a new market analysis study for the community of 3,293.

DOWNTOWN REVITALIZATION: DESIGNS FOR THE CITY OF BRODHEAD AND MONROE

Encouraging continued economic growth and community engagement is a priority for the City of Brodhead and Monroe. To further this goal, leaders partnered with two senior capstone students in Faculty Associate Eric Schuchardt and Distinguished Faculty Associate Shawn Kelly’s Landscape Architecture 610 - 611: Senior Capstone in Landscape Architecture course to develop a revitalization plan for the City of Brodhead and the City of Monroe. Through research, the students identified challenges and opportunities in the downtown areas. Ultimately, the students presented master plans for revitalization that focuses on placemaking, safe pedestrian movement, and improved parking.

FARMERS’ COOPERATIVE VIABILITY ASSESSMENT

Agricultural cooperatives offer farmers benefits such as shared resources, access to better pricing, and improved economies of scale. The University of Wisconsin Center for Cooperatives Executive Director, Courtney Berner and her Agricultural & Applied Economics 323: Cooperatives class set out to discover what cooperatives might be of most use to Green County farmers. Through an online survey and interactions with the community, the class discovered that labor sharing, tool sharing, and marketing services were of most interest to Green County farmers. The students recommended that the county begin by investigating the feasibility of starting a farmer owned cooperative that offered one or more of these services.
INCREASING ACCESS TO HIGH-SPEED INTERNET IN JUDA
Professor Jeremy Foltz and students in his Agricultural & Applied Economics 500: Senior Capstone Experience course worked with the City of Juda to find and analyze options for high-speed internet.

ORGANIZATIONAL MODELS FOR THE MONROE CULTURAL COLLABORATIVE
The arts are a centerpiece of the Monroe community, something the Monroe Cultural Collaborative (MCC) hopes to highlight through enhanced collaboration among local non-profit organizations. To find a suitable collaboration model for these independent organizations, the MCC partnered with the student consulting group WiSolve to explore successful collaboration around the U.S. and interview the organizers of those collaboratives to learn about their model for success. The final report recommends a loosely connected collaboration model with routine collaborative events to enhance communication among members and increase engagement and visibility of the arts in Monroe. Those events include an art walk and one-day volunteer fair.

PLACEMAKING AND STREETSCAPE DESIGN FOR THE CITY OF MONROE
In an effort to continually create a more sustainable and resilient future, the City of Monroe partnered with a student in Faculty Associate Eric Schuchardt and Shawn Kelly’s Landscape Architecture 610 - 611: Senior Capstone in Landscape Architecture course to develop sustainable landscape design plans for the city. The project focused on designing spaces that would provide human-environment interactions, create revenue generating public spaces, and provide infrastructure for an active community.

RESPONDING TO REQUESTS FOR PROPOSALS
As a part of the Green County Development Corporation’s goal to bring new businesses to Green County, New Glarus Village Administrator Bryan Gadow and UW Extension Green County Community Resource Development Educator Victoria Solomon, along with students in the Urban and Regional Planning 912: Planning Workshop, developed a database and marketing document to show site selectors how Green County can support operations and employees. These documents highlight the existing industries that are successfully operating in the County and encourage businesses to call Green County home.

STRATEGIES FOR INFILL DEVELOPMENT IN MONROE
The City of Monroe is consistently seeking ways to increase affordable housing for the community and spur economic growth. To assist with these goals, city officials partnered with Professor Jeremy Foltz and his Agricultural & Applied Economics 500: Senior Capstone Experience class to propose the redevelopment of seven sites throughout Monroe. After researching the various sites and speaking to stakeholders about how the sites can best provide Monroe with affordable housing or economic growth, the students proposed a number of recommendations for redevelopment. The recommendations included minimizing the costs faced by residential developers by incentivizing builds, streamlining zoning codes, and encouraging low-income housing. The students also recommended that the city focus on entrepreneurial economic development strategies among current and future demographics by encouraging community supported enterprises and promoting entrepreneurship.
A COMMUNITY-POWERED KITCHEN IN MONROE

In an effort to improve the physical and mental health of those in the Green County community while growing family agriculture, leaders in Monroe partnered with Distinguished Faculty Associate Lori DiPrete Brown and students in her Civil Society and Community Studies 460: Civil Society and Community Leadership course to develop a plan for a community-powered kitchen. The students helped local leaders to develop plans for a kitchen that will provide those community members enrolled in the program with locally sourced, nutrient dense, professionally prepared fresh meals that are affordably priced thanks to a sliding scale fee model. The meals would come in sustainable packaging and members would have access to a compost reclamation program. The students proposed program funding models which include grants, community fundraising, and sponsorships.

A WALKING SCHOOL BUS TO INCREASE PHYSICAL ACTIVITY AMONG BELLEVILLE YOUTH

Professor Jonathan Patz and students in his Population Health Sciences 560: Health Impact Assessment of Global Environmental Change course proposed a walking school bus for Belleville students in order to increase physical activity among school-aged children.

ADDRESSING FOOD DESERTS IN GREEN COUNTY

Recent studies on food access in Green County indicate that 11 percent of residents are food insecure, meaning that they have limited access to affordable and nutritious food. While the acceptance of programs such as SNAP and WIC benefits at local markets can assist with this challenge, students from Faculty

Associate Barbara Duerst’s Population Health Sciences 780: Public Health Principles and Practice course introduced the evidence-based idea of a mobile or vending market, which would allow the food to come directly to the consumer. The mobile market would be set up in places throughout Green County that are convenient and provide easy access for those who may be experiencing food insecurity. Additionally, flexible payment structures such as sliding-scale prices or the acceptance of SNAP benefits would also enable customers to more easily gain access to healthy food.
DESIGNING HEALTHY SPACES IN MONTICELLO
Promoting community well-being through the design of public open spaces is a goal for the Village of Monticello, which recently partnered with Assistant Professor Kristín Thorleifsdóttir and students in her Landscape Architecture 321: Environment and Behavior Studio – Designing Health Promoting Environments course to develop master plans that will help to promote health and wellness through open space design, place making, and green infrastructure. Throughout the plan development process, Thorleifsdóttir and her students worked closely with the Village of Monticello and the community to seek input on developing designs for public open space. The students also toured the village and created photo vignettes, which they used as inspiration for their designs. The students’ final deliverables included their findings from the Monticello context inventory and analysis, as well as a master plan for selected open spaces in the village including bike trails, areas for children, community spaces, and green corridors along the Little Sugar River.

DEVELOPMENT OF ACCESSIBLE RECREATIONAL, EDUCATIONAL, AND PHYSICAL ACTIVITIES FOR BELLEVILLE YOUTH
Professor Jonathan Patz and students in his Population Health Sciences 560: Health Impact Assessment of Global Environmental Change course worked with leaders in Belleville to improve recreational accessibility for local youth.

WINTER ACCESS TO RECREATIONAL SPORTS AND PHYSICAL ACTIVITIES IN BELLEVILLE
Professor Jonathan Patz and students in his Population Health Sciences 560: Health Impact Assessment of Global Environmental Change course developed a plan to increase access to winter sports and physical activities in Belleville.

INCREASING BREASTFEEDING RATES IN GREEN COUNTY: A MEDIA COMMUNICATIONS CAMPAIGN
Breastfeeding has been shown to benefit babies in a number of ways, including protection from gastrointestinal and respiratory illnesses, at least a 12 percent reduction in risk for obesity, and there is evidence to suggest a causal relationship between breastfeeding and children’s intelligence. As such, the Green County Health Department and the Green County Breastfeeding...
Collaborative have set a goal to reach and maintain greater than 75 percent breastfeeding rates at one-month postpartum by June 2019. To assist with this goal, Faculty Associate Barbara Duerst and students from her Population Health Sciences 780: Public Health Principles and Practice course worked with the county to identify the specific barriers mothers face in initiating and continuing breastfeeding. Studies showed that a lack of knowledge, closely followed by lack of confidence, was the most common reason for “less than optimum breastfeeding duration,” so the students developed an educational communications plan to promote evidence-based resources for residents seeking breastfeeding information.

PAVING THE WAY OF THE FUTURE: MARKETING EXISTING BIKE PATHS, SIDEWALKS, AND RECREATIONAL FACILITIES TO BELLEVILLE YOUTH

Professor Jonathan Patz and students in his Population Health Sciences 560: Health Impact Assessment of Global Environmental Change course partnered with Belleville community leaders in an effort to promote and showcase the benefits of the city’s recreational facilities, sidewalks, and bike paths.

IDENTIFYING OPPORTUNITIES FOR OUTPATIENT OPIOID DETOXIFICATION IN GREEN COUNTY

In 2017, more residents of Wisconsin died from opioid overdoses than from car crashes, a statistic Green County is taking very seriously as it identifies new opportunities for outpatient opioid detoxification. Faculty Associate Barbara Duerst and students from her Population Health Sciences 780: Public Health Principles and Practice course partnered with the Green County Health Department to identify these opportunities, ultimately outlining a plan for an outpatient opioid addiction management program that uses existing community resources to provide lower-cost, evidence-based opioid addiction management in Green County. This multifaceted plan includes the formation of an interdisciplinary team of medical, public health, and community leaders that will build the program. From there, the team will work with caregivers and providers throughout the county to implement evidence-based interventions such as ambulatory detoxification, medication assistance, text-message follow-up, and increased mental health services.

IMPROVING ACCESS, CONNECTING PATIENTS, AND REDUCING STIGMA: A MENTAL HEALTH NAVIGATOR FOR GREEN COUNTY

Mental illnesses impact thousands of Wisconsin residents each year, but in Green County there is only one mental health provider per 1,120 persons in the community. In order to address this gap, Green County Human Services Department partnered with Faculty Associate Barbara Duerst and students from her Population Health Sciences 780: Public Health Principles and Practice course to create an action plan for the thoughtful implementation of a mental health navigator (MHN) position. The MHN would serve as the lead on engaging the community with regular mental health-related events and discussions, work to improve access to mental health resources for all community members, and connect residents with appropriate resources by maintaining a database of mental health resources and support.
services available in Green County. Throughout the project, students evaluated the benefits of this position and how it could be implemented in Green County by completing a literature review and offering financing ideas.

**INCREASING BYSTANDER NALOXONE DISTRIBUTION AND TRAINING FOR PREVENTION OF OPIOID OVERDOSES IN GREEN COUNTY**

The Green County Human Services Department’s Alcohol & Other Drug Abuse unit is interested in expanding the resources for managing opioid-related overdoses in their community through the distribution of Naloxone kits. Opioids are a broad class of both legal and illegal drugs including chemicals like morphine, fentanyl, and heroin. Naloxone is a drug used to treat those who overdose on opioids. It is often administered via the nose or via a shot. To further the availability of this resource and to improve education, **Faculty Associate Barbara Duerst and students from her Population Health Sciences 780: Public Health Principles and Practice course researched evidence-based programs and recommended that Green County begin a Bystander Naloxone Distribution and Training program.** This program will make Naloxone distribution and training available at local participating pharmacies, allowing community members to learn more about the opioid crisis and prepare for a potential emergency. The evidence states that providing Naloxone kits to friends and family of users increases the odds of overdose recovery and improves overdose management in private settings, so the hope is that this program would improve the related outcomes in Green County.

**OPIOID USE DISORDER TREATMENT IN PREGNANCY: A PROGRAM FOR GREEN COUNTY**

Opioid use among pregnant women is a growing concern in Green County. Evidence suggests that Medication-Assisted Treatment (MAT), the use of opioid agonist medications in combination with counseling and behavioral therapies, is among the best treatment options for those within the pregnant population abusing opioids, but currently only two physicians in Green County are able to prescribe MAT and neither of them provide services to pregnant women. As such, Green County Human Services partnered with **Faculty Associate Barbara Duerst and students from her Population Health Sciences 780: Public**
Health Principles and Practice course to explore the expansion of MAT by increasing the number of prescribing physicians in Green County through increased education on evidence-based interventions.

DATA SHARING TO COMBAT THE OPIOID CRISIS IN GREEN COUNTY

According to the Green County Public Health Department, there has been a ten-fold rise in Green Country hospital visits involving opioids since 2006. To better track this trend and understand what solutions would most benefit the community, Green County Public Health Department worked with Faculty Associate Barbara Duerst and students from her Population Health Sciences 780: Public Health Principles and Practice course to develop a proposal for a data sharing system. The proposed system would compile data such as opioid-related deaths, court appearances, narcan use, and more and would be shared among stakeholders who could use the data to better understand the opioid addiction crisis and submit the data to grant programs that can offer support and solutions. The next steps will be for Green County to review the proposal and address any challenges related to system structure and security while establishing appropriate legal frameworks to facilitate the sharing of data within each agency. Green County recently received a grant to help support this initiative.

TEEN INTERVENE TOOLKIT

Reducing teen drinking and drug use is a priority for Green County residents. In fact, for the past two years, they have been piloting the Teen Intervene program, an evidence-based approach to substance use reduction and prevention for teens with mild to moderate alcohol and other drug use. The program has received positive feedback, but referrals to the program are currently low, despite the fact that a 2018 study indicated that 25 percent of teens in Green County reported alcohol usage in the past thirty days. To grow this program, the Green County Public Health Department partnered with Faculty Associate Barbara Duerst and students from her Population Health Sciences 780: Public Health Principles and Practice course to develop a toolkit and video to educate referral sources about the Teen Intervene program. Moving forward, the students state that Green County would benefit from this increased awareness and use of Teen Intervene as well as advocacy around treatment for teen drug and alcohol use.
IMPROVING RURAL TRANSPORTATION IN GREEN COUNTY

According to the Green County Healthy Community Coalition, transportation presents a significant challenge for many low-income residents in Green County. The Green County Health Department partnered with Faculty Associate Barbara Duerst and students in her Population Health Sciences 780: Public Health Principles and Practice course to explore transportation options. The students researched multiple interventions and outlined the benefits and challenges of these options, allowing Green County to select the option that is best suited to the community’s needs. The options include, a rural vanpool program, rural ride-hailing, and volunteer driver programs.

SAFE ROUTES TO SCHOOL PLANNING GUIDE FOR THE NEW GLARUS SCHOOL DISTRICT AND THE VILLAGE OF NEW GLARUS

Together, the Village of New Glarus, the New Glarus School District, Village Administrator Bryan Gadow, UW Extension Green County Community Resource Development Educator Victoria Solomon, and UW-Madison Urban and Regional Planning 912: Planning Workshop students developed a Safe Routes to School planning guide to address multiple areas of concern during peak school drop-off and pick-up hours. This document offers several interventions that can assist with these areas of concern including the use of staggered bell times, increasing awareness of the current shuttle system and expanding its service to support multiple pickup times, changing traffic flow near the school, improving signage, and more.
CONSTRUCTING SENIOR HOUSING IN BRODHEAD

Adjunct Professor Jan Kucher and students in his Civil Engineering 578: Senior Capstone Design course worked with the City of Brodhead to develop front-end and technical specification documents that would help to bring new senior housing to the city.

DESIGN CONCEPTS FOR SUSTAINABLE, AFFORDABLE HOUSING IN GREEN COUNTY

In an effort to increase the availability of safe, affordable housing in Green County, officials partnered with Senior Lecturer Tom Landgraf and students in his Real Estate 611: Residential Property Development and Real Estate 651: Green Sustainable Development courses to develop site summaries for several potential housing developments. From multifamily units to small lots, the courses offered several proposals to increase affordable housing in Green County.
Parks

HIGHLAND CEMETERY RECORDS MANAGEMENT INSTRUCTIONS AND GIS DATA

In an effort to improve the management of burial records, the Village of Monticello partnered with Senior Lecturer Bill Gartner and students in his Geography 578: GIS Applications course to create a high-resolution map of the Highland Cemetery, develop plans for future expansion, and design a database to keep digital records. The maps, spatial analyses, and database were implemented in a free, open-source geographic information system (GIS) called QGIS in order to minimize administrative costs.

LAKE MONTESIAN CONSERVATION PLAN

Lake Montesian is a Monticello landmark that hosts a 1.5-acre island that is used for everything from outdoor recreation to weddings and parties. In order to preserve this unique space, the Village of Monticello partnered with Honorary Fellow & Senior Lecturer Arlyne Johnson and students in her Environmental Studies
972: Conservation Planning course to draft a conservation plan for Lake Montesian. The students began this process by identifying the biggest threats to the lake and speaking with stakeholders about the vision for the lake. Based on this research, the students created conservation goals and a process for how the village could reach the goals, which include planting a native vegetation buffer, altering mowing practices, and posting appropriate signage.

PEARL ISLAND RECREATIONAL CORRIDOR CONSERVATION PLAN

The Pearl Island Recreational Corridor is an 80-acre recreational property located in the City of Brodhead that includes portions of Decatur Lake, the Mill Race—a hand dug waterway created in the 1800s to furnish power for factories, and lowland forests. An outdoor oasis for many in the community, the Pearl Island Recreational Corridor and its ecological health is a priority for Brodhead. To preserve this recreational space, Brodhead leaders partnered with Honorary Fellow & Senior Lecturer Arlyne Johnson and students in her Environmental Studies 972: Conservation Planning course to draft a conservation plan using Open Standards.

This conservation plan included water quality assessments, conservation biodiversity targets, and outlined an action plan based on the conservation goals.

VILLAGE OF NEW GLARUS COMPREHENSIVE OUTDOOR RECREATION PLAN

The Village of New Glarus recognizes the benefits parks and an open space system bring to the community. In fact, the village created a Comprehensive Outdoor Recreation Plan in 1997 that allowed the village to better manage its outdoor planning and become eligible for parks cost sharing funding administered through the State of Wisconsin. This plan was updated in 2010, but due to rapid development, the village decided to revisit the plans in order to meet the recreational needs of its current and future residents. Course instructor, New Glarus Village Administrator Bryan Gadow and UW-Extension Green County Community Resource Development Educator Victoria Solomon, along with students in the UW-Madison Urban and Regional Planning 912: Planning Workshop, worked together to update the plan and gain a better understanding of the needs and opportunities in the village.
Improving Energy Efficiency at Juda School

Energy efficiency is a top priority for the Juda School District which has been working with Faculty Associate Scott Williams and students in his InterEngineering 601: Interdisciplinary Design for Energy & Sustainability course to develop an improved, sustainable energy usage plan. After researching several methods for increasing energy efficiency, the students recommended ten ideas that, if implemented, could save the school energy and money. The ten ideas include both structural changes such as new, energy-efficient appliances and LED lighting as well as cultural and behavioral changes such as the implementation of the Cool Choices program, which encourages good energy habits in staff and students through a friendly competition.

Juda School Renewable Energy Generation

Sustainability is a priority for the Juda School District which recently installed 36 rooftop solar panels to increase its use of renewable energy. In an effort to further increase these efforts and reach its goal of offsetting current energy consumption costs by 25 percent, the district partnered with Adjunct Professor Jan Kucher and students from his Civil Engineering 578: Senior Capstone Design course to develop a renewable energy plan. As a part of this plan, the students recommended a 75-ton geothermal energy system that would offset Juda School’s energy costs by 40 percent.

Solar Panel Recommendations for Juda School District

The Juda School District is planning to install solar panels as a part of its efforts to decrease its reliance on non-renewable energy sources while increasing the overall efficiency of the school. Prior to installation, however, the district wanted to understand which configuration of solar panels would yield the best results as well as which solar company would best meet the needs of the district. To analyze and evaluate this information, Juda School District partnered with Assistant Professor Andrea Hicks and students from her Civil Engineering 421: Environmental Sustainability Engineering course. The students considered a number of factors while evaluating various configurations and companies. In making their recommendations, the students offered a detailed look at the impact the system and installation would have on the community as well as its efficiency and effectiveness.

Procuring a Solar Energy System for Juda School

In an effort to continuously increase its use of renewable energy, the Juda School District became interested in procuring enough solar panels to offset current energy consumption costs by 20 percent. To understand the procurement process and the cost associated with this project, Juda Schools partnered with Professor John McKeller and students in his Marketing 724:
Strategic Global Sourcing course to evaluate several solar panel suppliers to determine which would offer the best price and service. The final report from students offered a detailed look at the various options as well as recommendations for the solar panel that would best fit the needs of the Juda School District.

WIND ENERGY RECOMMENDATIONS FOR JUDA SCHOOL DISTRICT

As a part of the Juda School District’s plans to become more energy efficient, it partnered with Assistant Professor Andrea Hicks and students from her Civil Engineering 421: Environmental Sustainability Engineering class to research the viability of adding wind turbines. The students focused their research on three turbine options, performing a sustainability analysis and economic analysis of each option. Their research showed that the best option for the Juda School District would be a horizontal axis turbine with power around 60 kW.

RENEWABLE ENERGY ANALYSIS FOR NEW GLARUS SCHOOL DISTRICT

The New Glarus School District is interested in implementing sustainable energy approaches including the addition of renewable energy sources. To reach its goal, the district partnered with Faculty Associate Professor
Scott Williams and students in his InterEngineering 601: Interdisciplinary Design for Energy & Sustainability course, who helped the district to evaluate several renewable energy technology options. Through their research, the students determined that a rooftop solar photovoltaic system on the New Glarus Secondary School would be the best option for the New Glarus School District. The students also offered guidance on system sizes and explored financing options.

LOWERING PHOSPHORUS LEVELS IN BROWNTOWN

The Wisconsin Department of Natural Resources recently changed the allowable phosphorus levels in municipal wastewater from 4.8 mg/L to 0.075mg/L. Based on these new requirements, Browntown needed to evaluate its phosphorus levels and develop a plan to stay within the new allowable level. To reach this goal, Browntown officials partnered with Assistant Professor Andrea Hicks and students in her Civil Engineering 421: Environmental Sustainability Engineering course to evaluate methods for lowering effluent phosphorus levels. Throughout their research, the students considered the environmental, social, and economic impact of each potential method. Ultimately, the students determined that an algae cultivation nutrient uptake system would best serve Browntown. This system would utilize algae as a means of removing excess phosphorus and other high-profile contaminants from the wastewater. Algae
cultivation for the nutrient uptake system has been proven in lab systems to achieve phosphorus concentrations of 6.8x10^-8 mg/L, making it an evidence-based solution that is also economically viable.

THE VILLAGE OF MONTICELLO WASTEWATER TREATMENT FACILITY: EVALUATION OF THE ENVIRONMENTAL, ECONOMIC AND SOCIAL IMPACTS OF COMPLIANCE ALTERNATIVES

In an effort to improve wastewater treatment methodologies while working to meet the new allowable phosphorus levels in municipal wastewater, the Village of Monticello partnered with Assistant Professor Andrea Hicks and students in her Civil Engineering 421: Environmental Sustainability Engineering class to evaluate the most appropriate phosphorus removal strategy. Specifically, the students evaluated a chemical treatment approach and a biological organisms approach, which uses algae to recover excess phosphorus, nitrogen, and other high-profile contaminants in wastewater. To evaluate the solutions, students used a weighted matrix which assigned a weight, or number, to the three paradigms of sustainability: environmental impacts, social impacts, economic impacts. The number assigned to each paradigm was determined by its level of importance to the Village of Monticello. After reviewing the paradigms with village leaders and evaluating each solution via the weighted matrix, the students determined that the chemical solution would be the best fit for the Village of Monticello.
UniverCity Year Project Implementation Workbook

Since 2017, we have been on a mission together to create more sustainable, livable and resilient communities in Green County. Local government leaders worked with residents to develop and submit project proposals to UniverCity Year. UW-Madison students, alongside community and university mentors, analyzed data, researched best practices, and designed programs and policies to accelerate innovation in the county.

Now it’s your turn.

In this workbook you will find an easy-to-follow, eight-step process to guide you through reviewing and implementing student recommendations. The steps include:

1. Read student report
2. Analyze recommendations
3. Rank recommendations
4. Identify resources and assets
5. Develop a plan
6. Build a team
7. Meet with the team
8. Call for backup

You are not alone.

If you need assistance with this workbook, figuring out where to start, deciding what to do next, or clarification on any student work, just ask. Your partners at Green County Development Corporation and UniverCity Year are here to help. Though our official partnership ends in June 2020, the connections we have made will remain well into the future.

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Gavin Luter
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**Steps 1 and 2**

**STEP ONE: READ STUDENT REPORT**

Use this worksheet while you read the students’ final report. What recommendations resonate most with you? Which ones best align with the community’s comprehensive plan? Which ones best match the culture of the county? List the recommendations (in no particular order) that would best help the community achieve its goals.

**STEP TWO: ANALYZE RECOMMENDATIONS**

Now let’s take a closer look at each recommendation. What kind of impact would it make in the community? How easy is it to implement? Continue filling out the worksheet, rating each recommendation from 1-5 for impact and ease, and add up the scores in the “Total” column.

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Impact 1=Low 5=High</th>
<th>Ease 1=Difficult 5=Easy</th>
<th>Total</th>
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**STEP THREE: RANK RECOMMENDATIONS**

In theory, your first project should be the one with the highest total score in step two—it will make the biggest impact and be easiest to implement. Alternatively, you might take on an easy, low-impact project first because seeing progress quickly can ignite momentum among staff and community members.

Use the table to list recommendations in the order they will be implemented, from first to last. Use the “justification” column to explain your decisions and make the case for undertaking this recommendation.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Recommended Action</th>
<th>Justification</th>
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**STEP FOUR: IDENTIFY RESOURCES AND ASSETS**

Organizational resources will be needed to implement this project. Do you already have the infrastructure, equipment, financing or data to support this project? Must you first acquire certain assets before starting this work? Completing this worksheet can help you verify whether you can undertake this project now or if it must wait. It can also help you start to think about the knowledge, skills, and experience needed from your project team members.

<table>
<thead>
<tr>
<th>Resources</th>
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<td>Infrastructure</td>
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**Step 5**

**STEP FIVE: DEVELOP A PLAN**

A detailed project plan can help you stay on track and focused on your goal. It can also ensure you include some of the overlooked pieces of a project, such as communications and celebrations.

The most successful plans include evaluation metrics. Common items to measure include cost, schedule, satisfaction, and quality. Metrics also might be built into the goal of your project, for example, the amount of energy used before and after a solar-panel installation. While evaluation is a key component of finishing a project, don’t save this step for the end. Instead, measure your activities throughout the project so you can shift and adapt the plan as needed.

Complete as much of this worksheet as you can before recruiting your team members—that way you can give people a sense of the work involved up front. Later, gather with your team to brainstorm additional tasks and determine who will do what. Consider having team members write ideas on sticky notes first so that introverts and extroverts alike feel comfortable participating in the discussion.

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<thead>
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<th></th>
<th>What</th>
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STEP SIX: BUILD A TEAM

The old adage is true: many hands make light work. Gather a diverse group of people with the knowledge, skills, and experience needed to make this project happen. How many people should be on the team? Strive to create a balance between a large team that can brainstorm new ideas and has the capacity to complete the work, and a small, cohesive team that can make decisions quickly. The most successful projects have a sponsor, project manager, a handful of team members, and several stakeholders.

TEAM ROLES

The Sponsor authorizes the project, determines the scope, identifies the goals, secures resources and support, removes obstacles, and enables the team’s success. Generally, a mayor or board chair sponsors projects, however, a chief executive or senior leader from the community may also fill this role. The sponsor is not involved in the day-to-day running of the project but should instead receive regular updates and requests for assistance as needed.

The Project Manager leads the team, communicates with the sponsor, develops a project plan, assigns tasks, and makes sure the team achieves its goals on time and under budget.

Team Members work to complete the project. They bring subject-matter expertise or a specific set of skills needed to carry out the work. Diversity matters. Seek to fill your team with people internal and external to the organization and those with a range of experience and knowledge.

Stakeholders are affected by, or perceive themselves to be affected by, the outcomes of this project. They could be actively involved in the work of the team or provide only occasional assistance. They could support the project or be against it. Purposefully involve people opposed to the project in your activities. Their perspectives are crucial to shaping a project that the entire community can champion.
<table>
<thead>
<tr>
<th>Team role</th>
<th>Name &amp; Organization</th>
<th>Skills or Expertise</th>
<th>Supportive or Opposed</th>
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<td>Sponsor</td>
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Step 7

STEP SEVEN: MEET WITH THE TEAM

Congratulations! Completing steps one through six has prepared you to lead an informative and productive kick-off meeting with your team. A sample agenda is provided here for you to tailor to your needs. Consider preparing a handout detailing the “project information” section for team members to refer to in the future.

AGENDA
Project Kick-off Meeting
Date
Start time – End time
Location

Attendees: Sponsor, project manager, team members, stakeholders
Please read: UniverCity Year student report
Please bring: Personal calendar

<table>
<thead>
<tr>
<th>Time</th>
<th>Welcome and Introductions</th>
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<tr>
<td></td>
<td>Project information</td>
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<td>Question &amp; answers</td>
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<td>Next steps</td>
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<td>  • Team meeting schedule</td>
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ACTION ITEMS

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UniverCity Year
Step 8

STEP EIGHT: CALL FOR BACKUP

You are not alone in this endeavor. The Green County Development Corporation and UW-Madison are just a phone call or email away. How can we help you move this project forward?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>1. Introduction to potential team members</td>
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<td>2. Grant proposal assistance</td>
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<td>3. Project planning support</td>
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<td>4. Meeting coordination and facilitation</td>
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<td>5. Follow-up conversations with the professor</td>
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<td>6. Student internship support</td>
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<td>7. Access to UW–Madison libraries</td>
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<td>8. Access to UW–Madison video conferencing systems</td>
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<td>9. Short-term, additional research on this topic</td>
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<td>10. Graphic design support</td>
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