

Factor I – Capacity of the Applicant and Relevant Organizational Experience			
1. Key Personnel			
Name and Position Title (please include the organization position titles in addition to those shown)	Percent of Time Proposed for this Grant	Percent of Time to be spent on other HUD grants	Percent of time to be spent on other activities
1.1 Overall Project Director			
Name: Kamran Mesbah	25%	0	75%
Organization Position Title: Deputy Director			
Address: 210 Martin Luther King Jr. Blvd, Rm 362			
City: Madison			
State: WI			
Zip Code: 53703			
Phone Number: 608-266-9283			
Fax Number: 608-266-9117			
Email: kamranm@capitalarearpc.org			
1.2 Day-to-Day Program Manager			
Name: Stephen Steinhoff	100%	0	0
Organization Position Title: Sr. Community Planner			
Address: 210 Martin Luther King Jr. Blvd, Rm 362			
City: Madison			
State: WI			
Zip Code: 53703			
Phone Number: 608-266-4593			
Fax Number: 608-266-9117			
Email: steves@capitalarearpc.org			
1.3 Other			
Name: Bridgit Van Belleghem	100%	0	0%
Organization Position Title: Community Planner			
Address: 210 Martin Luther King Jr. Blvd, Rm 362			
City: Madison			
State: WI			
Zip Code: 53703			
Phone Number: 608-266-4637			
Fax Number: 608-266-9117			
Email: bridgitvb@capitalarearpc.org			
2. Partners			
Name and contact information	Description of Commitment	Proposed Activities to be Conducted by Partner	Resource and leveraged resource commitment (\$ value for services)
Name: Bill Schaefer and Vacant position, MATPB-A MPO	Be a partner in carrying out the goals and program of the CRSCI and advance the Livability Principles and goals of the federal Sustainable Communities Partnership. 20% time commitment	Transit Corridor Studies	\$200,000 (approx \$75,000 annually)
Organization Position Title: Transportation Planning Manager and Transportation Planner 3 (to be filled)			
Sub-recipient: <input type="checkbox"/> Yes <input type="checkbox"/> No			
Address: Same			
Phone Number: (608) 266-4518			
Email: wschaefer@cityofmadison.com			
Name: Curt Kodl, Dane County Department of Planning & Development	Be a partner in carrying out the goals and program of the CRSCI and advance the Livability Principles and goals of the federal Sustainable Communities Partnership. 100% time commitment.	The Planning Dept. will assist in planning processes, including research, analysis, meeting facilitation, and mapping. Project lead for the Local Food Processing Facility Feasibility Study; and partner on multi-jurisdictional scenario building, infill inventory for transit corridor properties, and agricultural preservation.	\$250,000
Organization Position Title: Senior Planner			
Sub-recipient: <input type="checkbox"/> Yes <input type="checkbox"/> No			
Address: Room 116, 210 Martin Luther King Jr. Blvd., Madison WI			
Phone Number: 608-266-4183			
Email: kodl@co.dane.wi.us			
Name: Brad Murphy / Matthew B. Mikolajewski, City of Madison	Be a partner in carrying out the goals and program of the CRSCI and advance the Livability Principles and goals	Be involved in regular meetings, transit corridor studies, transit-oriented development studies and design workshops, formation of a regional	\$282,000
Organization Position Title: Planning Director/ Office of Business Resources Manager			
Sub-recipient: <input type="checkbox"/> Yes <input type="checkbox"/> No			
Address: 215 Martin Luther King Jr. Blvd.			
Phone Number: (608) 267-8726/(608) 267-8737			

Email: bmurphy@cityofmadison.com/ mmikolajewski@cityofmadison.com	of the federal Sustainable Communities Partnership.	housing strategy, multi-jurisdictional scenario planning, and assistance with air quality/greenhouse gas emission goals.	
Name: Nan S. Cnare	Be a partner in carrying out the goals and program of the CRSCI and advance the Livability Principles and goals of the federal Sustainable Communities Partnership. 25% time commitment.	Provide assistance to ensure effective, equitable, inclusive, and meaningful public input in carrying out grant activities. Assist with outreach and publicity and leading community meetings.	\$47,088
Organization Position Title: Vice President, Community Impact			
Sub-recipient: <input type="checkbox"/> Yes <input type="checkbox"/> No			
Address: 2029 Atwood Avenue, Madison, WI 53703			
Phone Number: (608) 246-4350			
Email: writeus@uwdc.org			

Factor 2 – Need and Extent of the Problem

- | | |
|---------------------------|-------------------------|
| 1. Housing Costs | 5. Economic Opportunity |
| 2. Environmental Quality | 6. Fresh Food Access |
| 3. Transportation Access | 7. Healthy Communities |
| 4. Socioeconomic Inequity | |

1. Housing Costs

1.1 Median Regional Housing Prices Relative to Household Income				1.2 Proportion of Regional Population Paying More than 45% of Income to Combined Housing and Transportation Costs				
YEAR	median regional rental prices	median regional household income	rent to income ratio	median housing to income ratio	Location	regional housing and transportation cost	regional income level	households spending more than 45% of Income
1990	448 monthly median gross	30,363	NA	NA	Region-wide (Madison Region)	22,824 average annual H+T cost	49,223	54.6
2000	641	49,952	NA	NA	Community 1			
2008	810	57,190	29.50	25.37	Community 2			
					Community 3			
Source:	http://www.hud.gov/sustainability			Source:	http://htaindex.cnt.org/			
Date Documented:				Date Documented:				

2. Environmental Quality

2.1 Urbanized Land per Capita				2.2 Total Miles of Distribution of Water Infrastructure per Population Served				
YEAR	urbanized land (acres)	population of region	urbanized land per capita	year	miles of distribution of water infrastructure	population of region	water distribution service population	miles of water distribution infrastru
1990	1990	NA	244,335	NA	1990	957 miles of	319,766	260,996
2000	2000	NA	328,995	NA	2000	1,121	365,930	297,464
					2008 (2010)	1,272	406,271*	331,472**
Source:	http://www.hud.gov/sustainability Madison Urbanized Area			Source:	Public Utilities (7 of 12 reporting data); *WI DOA 2009 Population Estimate for communities in MPO Boundary; **WI DOA 2009 Population Estimates for 7 utility service areas; http://www.hud.gov/sustainability			
Date Documented:				Date Documented:				

3. Transportation Access

3.1 Vehicle Miles Traveled per Capita				3.2 Portion of Regional Trips: Automobile, Transit, Walking, and Bicycling								
Year	total road mileage (all modes)	vehicle miles traveled	vehicle miles traveled per capita	Years	Automobile		Transit		Walking		Bicycling	
					trips	% of total	trips	% of total	trips	% of total	trips	% of total
1990	873	4,463,000	18.14									
2000	1,058	6,029,000	14.12	1990	105,129	78.63	9,182	6.87	14,555	10.89	3,808	2.85
2009	2009	1,669	8,093,000	2000	152,705	84.05	9,945	5.47	13,958	7.68	4,141	2.28
				2008	158,583	83.74	11,245	5.94	12,732	6.72	5,407	2.86

		Total	416,417	82.50	30,372	6.02	41,245	8.17	13,356	2.65
Source:	http://www.hud.gov/sustainability		Source:	http://www.hud.gov/sustainability						
Date Documented:			Date Documented:							
4. Socioeconomic Inequity										
4.1 Segregation by County										
County Name		2009 Black/White Dissimilarity Index		2009 Asian/White Dissimilarity Index		2009 Hispanic/White Dissimilarity Index				
1	Dane	40.1% (1,294 have to move)		42.9% (485 have to move)		35.7% (403 have to move)				
2										
3										
4										
5										
4.2 School Lunch Eligibility										
County Name		2009 School Lunch Eligibility								
1	Dane	52,766		14,185		26.88%				
2										
3										
4										
5										
Source: http://www.s4.brown.edu/cen2000/SchoolPop/SPDownload.html ; http://www.nces.ed.gov/ ; instructions at http://www.hud.gov/sustainability										
Date Documented:										
5. Economic Opportunity										
5.1 Availability of Subsidized Affordable Housing near Employment Centers (Note: please list the five largest employers and the housing conditions related to it)										
employment center (name / SIC designation)		# of employees		number of housing units within 2 miles of the employment center		% of housing near employment center that is subsidized				
1	Isthmus area	32,981 in 2000		~32,000 in 2010		110 (.34%) Section 8, 625 (1.95%) Section 42				
2	UW-Madison campus area	23,711		~34,000		86 (.25%) Section 8, 543 (1.60%) Section 42				
3	St. Mary's & Meriter Hospitals	6,712		~25,000		148 (.59%) Section 8, 572 (2.29%) Section 42				
4	West Towne Mall area	5,614		~31,000		128 (.41%) Section 8, 776 (2.50%) Section 42				
5	CUNA Mutual Insurance, University Research Park, Westgate Mall area	4,273		~31,000		138 (.45%) Section 8, 641 (2.07%) Section 42				
Source: Local Economic Development Departments, Offices of Housing. Madison Area Transportation Planning Board (Employment Centers and # Employees); Dane County Planning and Development Department (Subsidized Housing); Capital Area Regional Planning Commission (Housing Unit Totals)										
Date Documented:										
6. Fresh Food Access										
6.1 Proximity of Full-Service Grocery Stores for Low-Income and Auto-Dependent Households										
		% households with no car and > 1 mile to grocery store		% low-income people living > 1 mi to grocery store						
Regional Average		1.51		6.01						
County 1										
County 2										
County 3										
County 4										
County 5										
Source: http://www.ers.usda.gov/foodatlas/										

Date Documented:						
7. Healthy Communities						
7.1 Prevalence of Preventable Disease						
County:						
Race:	White	Native American	African American	Hispanic	Asian American/ Pacific Islander	Other
Indicator	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000
Asthma hospitalization	65.1 per 10,000 CI: 62.7-67.7	97.0 per 10,000 CI: 46.8-212.7	304.4 per 10,000 CI: 275.5-337.6	42.6 per 10,000 CI: 31.8-60.4	38.8 per 10,000 CI: 25.9-58.0	NA
Childhood Obesity	21.1% (±0.9%) overweight or	NA	38.1% (±3.4%)	33.5% (±4.3%)	31.3% (±6.2%)	NA
Diabetes	121.8 per 10,000 CI: 118.4-125.3	228.0 per 10,000 CI: 140.9-375.4	432.5 per 10,000 CI: 391.3-478.3	184.1 per 10,000 CI: 152.1-223.2	107.5 per 10,000 CI: 82.0-139.6	NA
Heart Disease	165.5 per 100,000	NA	204.5 per 100,000	36.9 per 100,000	104.4 per 100,000	NA
Lead Poisoning	19 of 3,983 (0.48%)	0 of 55 (0.00%)	12 of 1,924 (0.62%)	13 of 2,230 (0.58%)	3 of 690 (0.43%)	NA
Low birth weight	73 of 4,541 (1.61%)	1 of 40 (2.50%)	8 of 509 (1.57%)	11 of 655 (1.68%)	8 of 475 (1.68%)	NA
Source : County and State Health Departments also http://www.communityhealth.hhs.gov						
Date Documented:						

County:						
Race:	White	Native American	African American	Hispanic	Asian American/ Pacific Islander	Other
Indicator	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000
Asthma hospitalization						
Childhood Obesity						
Diabetes						
Heart Disease						
Lead Poisoning						
Low birth weight						
Source : County and State Health Departments						
Date Documented:						

County:						
Race:	White	Native American	African American	Hispanic	Asian American/ Pacific Islander	Other
Indicator	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000
Asthma hospitalization						
Childhood Obesity						
Diabetes						
Heart Disease						
Lead Poisoning						
Low birth weight						
Source : County and State Health Departments						
Date Documented:						

County:						
Race:	White	Native American	African American	Hispanic	Asian American/ Pacific Islander	Other
Indicator	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000	Incidence Per 1000
Asthma hospitalization						

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Childhood Obesity						
Diabetes						
Heart Disease						
Lead Poisoning						
Low birth weight						
Source : County and State Health Departments						
Date Documented:						

Factor 4 – Leveraging Resources				
Name and contact information of the organization or entity that will partner with applicant	Work To Be Accomplished In Support of the Program	Value of In-Kind or Cash Match Contribution*	Additional Leveraged Funds Contribution	Total of Match and Leveraged Contributions
Name: Dane County Type of Organization County Government Partner Receiving Award Grant Funds: <input type="checkbox"/> Yes <input type="checkbox"/> No Address: 210 Martin Luther King Jr. Blvd. City: Madison State: Wisconsin Zip Code: 53703 Phone Number: 608-266-4183 Fax Number: 608-267-1540 Email: kodl@co.dane.wi.us	Assist in planning processes, including research, analysis, meeting facilitation, and mapping. Lead Local Food Processing Facility Feasibility Study; partner on multi-jurisdictional scenario building, infill inventory, and agricultural preservation.	\$235,000	\$15,000	\$250,000
Name: Madison Area Transportation Planning Board an MPO Type of Organization Metropolitan Planning Organization Partner Receiving Award Grant Funds: <input type="checkbox"/> Yes <input type="checkbox"/> No Address: Madison Area TPB (MPO), 121 S. Pinckney St., #400 City: Madison State: WI Zip Code: 53703 Phone Number: (608) 266-9115 Fax Number: (608) 261-9967 Email: wschaefer@cityofmadison.com	Complete Transit Corridor Studies	\$200,000		\$200,000
Name: Brad Murphy/ Matthew B. Mikolajewski, City of Madison Type of Organization Municipality Partner Receiving Award Grant Funds: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Address: 215 Martin Luther King Jr. Blvd. City: Madison State: WI Zip Code: 53703 Phone Number: (608) 267-8726/(608) 267-8737 Fax Number: Email: bmurphy@cityofmadison.com/ mmikolajewski@cityofmadison.com	Be involved in regular meetings, transit corridor studies, transit-oriented development studies and design workshops, formation of a regional housing strategy, multi-jurisdictional scenario planning, and assistance with air quality/greenhouse gas emission goals.	\$62,000	\$264,000	\$328,000
Name: City of Fitchburg Type of Organization Municipality Partner Receiving Award Grant Funds: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Address: 5520 Lacy Road City: Fitchburg State: Wisconsin Zip Code: 53711 Phone Number: 608-270-4255 Fax Number: 608-270-4275 Email: Thomas.hovel@city.fitchburg.wi.us	Lead the catalytic project (100% Stormwater Infiltration on High Density TOD).	\$11,500		\$11,500
Name: Madison Metropolitan Sewerage District Type of Organization: Sewerage District Partner Receiving Award Grant Funds: <input type="checkbox"/> Yes <input type="checkbox"/> No Address: 1610 Moorland Road City: Madison State: WI Zip Code: 53713 Phone Number: (608) 222-1201 ext. 276 Fax Number: (608) 222-2703 Email: dave@madsewer.org	Projects to beneficially reuse wastewater effluent, including work with the City of Fitchburg at the Nine Springs Golf Course and in wetlands along Nine Springs Creek.	\$60,000		\$60,000
Name: United Way Type of Organization: Non-Profit	Provide assistance to ensure effective	\$47,088		\$47,088

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Partner Receiving Award Grant Funds: <input type="checkbox"/> Yes <input type="checkbox"/> No	inclusive, and meaningful public input in carrying out grant activities.			
Address: 2029 Atwood Avenue				
City: Madison				
State: WI				
Zip Code: 53707				
Phone Number: (608) 246-4350				
Fax Number: (608) 264-4349				
Email: writeus@uwdc.org				
Name: John R. Sullivan, State of WI- Dept. of Natural Resources	Provide assistance to ensure effective inclusive, and meaningful public input in carrying out grant activities.	\$50,000		\$50,000
Type of Organization: Active Administrator				
Partner Receiving Award Grant Funds: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No				
Address: 101 S. Webster Street				
City: Madison				
State: WI				
Zip Code: 53703				
Phone Number: (608) 266-2621				
Fax Number: (608) 267-3579				
Email:				
	Total Amount			

Factor 5 – Achieving Results and Program Evaluation										
Regional planning issue to be addressed	Long-term outcome desired	Livability Principle(s) addressed	HUD goals addressed	Applicable Activity in the Regional Plan for Sustainable Development	Anticipated 6-month progress	Measure of progress	Anticipated 12-month progress	Measure of progress	Anticipated 24-month progress	Measure of progress
Disconnection between low- and moderate-income workforce to employment options (sample)	a. Increased proportion of low- and very-low income households within to transit commute of major employment centers (sample)	Providing More Transportation Choices; Increasing Economic Competitiveness	Strengthen Communities. (2) Enhance sustainability of communities by expanding economic opportunities.	Workforce Transportation 2020 plan that cements agreements between major employers and regional transit agency (sample)	Identify potential long term employers willing to participate in program; secure participation of transit agency (sample)	Letters of commitment from participating agencies	Convene working group that has 4-month charge to develop agreements to incorporate into the RPSD (sample)	Summaries of meetings; strategic plan outline	Draft plan submitted to Leadership Team for review and incorporation into the RPSD – review process commenced (sample)	Draft plan, ratification by RPSD
Gaps exist in the adopted regional plans that prevent effective implementation of regional sustainability planning and development	b. Creation of shared elements in regional transportation, housing, water, and air quality plans tied to local comprehensive land use.	Provide more transportation choices; Promote equitable, affordable housing choices, Enhance economic competitiveness; Support existing communities, Coordinate policies and leverage investment, Value communities and neighborhoods	Strengthen the Nation's Housing market to bolster the economy and protect consumers, Meet the needs for quality affordable housing, Utilize housing as a platform for improving quality of life, Build inclusive and sustainable communities free from discrimination	Create a broad partnership to advance regional sustainable development. Close sustainability gaps in RPSD for transportation, housing, air quality, and social equity. Multi-jurisdictional watershed-based scenario planning for sustainable development.	Establish a committee to oversee the creation of a regional housing strategy Establish the Capital Region Partnership for Sustainable Communities and establish work-groups and finalize governance Work to establish air quality and greenhouse gas goals Start Multijurisdictional Scenario Planning for 3 Communities Start infill and redevelopment inventory Start TOD planning and design project Plan and complete an annual planning conference and start the dialogue in support of developing a shared regional	Initial meetings, outlining tasks, establishing priorities Consultants have started their work Inventories of environmental and community resources completed for 3 communities. Start inventories for 3-6 new communities Local plan gaps identified for 3 communities, scenario planning started. Local steering committees for scenario planning formed for 3 communities Attendance at the conference, website availability of conference presentations, outline of future conference topics	Scenario planning process underway for 3 communities Start inventories for 3-6 new communities Development of alternatives to achieving local goals and objectives as informed by inventories of environmental and community resources Air quality and greenhouse gas goals drafted for public discussion Infiltration study completed Local fresh food market business plan complete. Start development of financing. Strategies for equity and full participation of underrepresented populations drafted Infiltration Study complete	Number of public planning meetings Draft air quality and greenhouse gas goals Draft strategies for equity and full participation of underrepresented populations Infiltration guidelines and templates for design and implementation in high density TOD development areas Food processing feasibility results	Regional Housing Strategy completed Air Quality and Greenhouse Gas Goals established- Scenario planning completed for communities in 1-3 planning areas Start inventories for 3-6 new communities Planning in 3-6 new communities underway Start preparations for Planning Conference #3	Execution Plan for Regional Plan for Sustainable Development - 24-36 months outcomes: designated preservation and development areas; development design principles and criteria; performance metrics Adoption of local comprehensive plan amendments to reflect results of scenario planning

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					vision		Start preparations for Planning Conference #2			
Low-income and communities of color are underrepresented, disproportionately adversely affected by development activities, and disconnected from critical locations throughout the region	c. Reduced social and economic disparities for the low-income and communities of color within the target region.	Provide more transportation choices; Promote equitable, affordable housing choices, Support existing communities, Value communities and neighborhoods	Strengthen the Nation's Housing market to bolster the economy and protect consumers, Meet the needs for quality affordable housing, Build inclusive and sustainable communities free from discrimination	Increase transit usage and improve connections between neighborhood residents including low-income and community of color to employment and activity centers. Local Fresh Food Market	Undertake outreach programs to environmental justice populations. Hire neighborhood organizer. Form Social Equity Committee. Hire business plan consultant	Identification of issues of concern to environmental justice populations. Organizer on staff. Consultant hired and begins work Social Equity Committee workplan..	Local Fresh Food Market Identify neighborhoods for TOD planning and design; conduct outreach. Initial consultant progress report. Social Equity Committee initial recommendations.	Business Plan: 12 Number of neighborhood organizations and residents engaged. Social Equity Committee draft recommendations	Financing and site plans for Local Fresh Food Market Conduct TOD planning and design. Social Equity Committee recommended strategies	months; Financing: 24 months; Start-up: 36 months # TOD plans complete. # TOD plans adopted. # of plans incorporating Social Equity Committee strategies.
Automobile use continues to increase and air quality conditions are worsening	d. Decrease in per capita VMT and transportation-related emissions for the region.	Provide more transportation choices; Support existing communities, Value communities and neighborhoods	Build inclusive and sustainable communities free from discrimination	Conduct transit studies and TOD planning and design. Inventory sites for infill development and redevelopment.	Hire transit consultant. Hire market study consultants. Design inventory for infill and redevelopment.	Consultants hired. Inventory workplan.	Consultants conduct studies. Initial inventory.	Consultant reports. Preliminary inventory.	Transit Study complete Infill and redevelopment inventory complete. Market Studies complete	Transit Study complete. Market studies complete. Inventory complete.
As the urban areas expand in unsustainable ways, the combined costs of housing transportation are increasing	e. Decrease in combined housing and transportation costs per household.	Provide more transportation choices; Promote equitable, affordable housing choices, Enhance economic competitiveness; Support existing communities, Value communities and neighborhoods	Strengthen the Nation's Housing market to bolster the economy and protect consumers, Meet the needs for quality affordable housing, Build inclusive and sustainable communities free from discrimination	Conduct transit studies and TOD planning and design. Develop a regional housing strategy. Inventory sites for infill development and redevelopment. Complete market studies for commercial and residential development forms and develop models to illustrate potential fiscal outcomes of new development.	Hire transit consultant. Hire market study consultants. Design inventory for infill and redevelopment.	Consultants hired. Inventory workplan.	Consultants conduct studies. Initial inventory.	Consultant reports. Preliminary inventory.	Transit Study complete Infill and redevelopment inventory complete. Market Studies complete	Transit Study complete. Market studies complete. Inventory complete.

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Plans do an inadequate job of incorporating input from low-income and communities of color	f. Increased participation and decision-making in developing and implementing a long range vision for the region by populations traditionally marginalized in public planning processes.	Support existing communities, Value communities and neighborhoods	Strengthen the Nation's Housing market to bolster the economy and protect consumers, Meet the needs for quality affordable housing, Build inclusive and	Develop strategies for incorporating equity into sustainable development plans and for full participation by low-income persons and communities of color in all	Form Social Equity Committee. Local food processing feasibility study, and fresh food market business plan,	Social Equity Committee workplan..	Social Equity Committee initial recommendations Food processing feasibility study completed. Start work on financing	Social Equity Committee draft recommendations Local fresh food market business plan	Strategies for equity and full participation by underrepresented populations complete. Food processing facility financing completed. Start work	# of plans incorporating Social Equity Committee strategies. Food processing facility financing in place
Plans do an inadequate job of incorporating input from low-income and communities of color; As the urban areas expand in unsustainable ways, the combined costs of housing transportation are increasing	g. Increased proportion of low-and very-low income households within to transit commute or major employment centers.	Provide more transportation choices; Promote equitable, affordable housing choices, Support existing communities, Value communities and neighborhoods	Strengthen the Nation's Housing market to bolster the economy and protect consumers, Meet the needs for quality affordable housing, Build inclusive and sustainable communities free from discrimination	Conduct transit studies and TOD planning and design. Inventory sites for infill development and redevelopment.	Hire neighborhood organizer. Hire transit consultant. Sustainability Commerce Center business plan development.	Organizer on staff. Consultants hired.	Identify neighborhoods for TOD planning and design; conduct outreach. Consultants conduct studies	Number of neighborhood organizations and residents engaged Consultant reports.	Conduct TOD planning and design.	# TOD plans complete. # TOD plans adopted.