POLK COUNTY, WISCONSIN

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MINUTES OF THE HEALTH & HUMAN SERVICES BOARD MEETING

Government Center, County Board Room, Balsam Lake, WI 54810

10:00 a.m. Tuesday, August 18th, 2020

This meeting was available for viewing through WebEx videoconference and teleconference

*Minutes remain draft until approved at next meeting

Members present

Attendee Name	Title	Status
John Bonneprise	Chair	Present
Joe Demulling	Vice Chair	Present
Amy Middleton	Supervisor	Present via WebEx
Fran Duncanson	Supervisor	Present
Sharon Kelly	Supervisor	Present
William Alleva	Citizen	Present
Rita McKee	Citizen	Absent
Sabrina Meddaugh	Citizen	Absent
Dr. Arne Lagus	Citizen	Present

Also present: Roxanne Howe, Deputy County Clerk; Kathy Gingras, Community Services Business Operations Manager; Lisa Lavasseur, Behavioral Health Director; Diana Peterson, ESS Supervisor; Dana Reese, GAM Administrator; Vince Netherland, County Administrator; Malia Malone, Corporate Counsel; Chad Roberts, General Government Division Director; Chad Allram, Network Specialist; Chris Nelson, County Board Chairman; Robert Kazmierski, Environmental Services Division Director; Jason Kjeseth, Zoning Administrator; Eric Wojchik, Conservation Planner, Jeff Jackson, Regional CAFO Specialist; Zoe McManama, CAFO Hydrogeologist; Member of the Press, Member(s) of the Public.

Public Hearing declared open by Chairman Bonneprise at 9:30 a.m.

Chairman Bonneprise asked if anyone was present to make public testimony regarding the Community Services Budget. The committee received 0 public comments.

Public Hearing declared closed by Chairman Bonneprise at 9:48 a.m.

Chairman Bonneprise called the Health and Human Services Board meeting to order at 10:00 a.m.

Approval of Agenda- Chair Bonneprise called for a motion to approve agenda. **Motion** (Alleva/Demulling) to approve agenda. **Motion** carried by unanimous voice vote.

Approval of Minutes- Chair Bonneprise called for a motion to approve the minutes of the July 14th, 2020 meeting. **Motion** (Duncanson/Kelly) to approve the minutes. **Motion** carried by unanimous voice vote.

Time was given for Committee Members to disclose any conflicts of interest regarding matters noticed on the agenda. No conflicts of interest were stated.

Public Comment – None

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Receipt of Information from Supervisors Not Seated as Committee Members – County Board Chairman Chris Nelson addressed the committee in regards to attending meetings via WebEx instead of in person, and refreshed proper protocol in regards to staff and other members when dealing with committee work.

Announcements and Committee Information – Administrator Vince Netherland announced that Kathy Gingras, Community Services Business Operations Manager was taking the place of Community Services Director Tonya Eichelt at today's meeting.

Reports and Presentations
The Board received a report and presentation from Jeff Jackson, Regional CAFO Specialist from the DNR, on regulations and permitting processes for CAFO's. Zoe McManama, CAFO Hydrogeologist, discussed environmental risks and groundwater safety. Jason Kjeseth, Zoning Administrator, gave a presentation on the differences between operational based permits, conditional use permits and citing ordinances.

The Board received an update from Chad Roberts, General Government Division Director, regarding the status of Child Support, Veterans Services and Community Services, and where they were trending on their yearly budget, including grants and reserves.

The Board received a presentation from Jonathon Sherwood, Auditor, via WebEx from Golden Age Manor regarding the Audit Report.

Kathy Gingras, Community Services Business Operations Manager, passed out the Polk County Community Health Improvement Plan, which is also available on their website, to be discussed if needed at the next meeting.

Lisa Ross from the County Clerk's office presented the Board with an update regarding minute taking.

Discussion Items – Supervisor Amy Middleton updated the committee that the Resolution regarding Health in All Policy as it relates to CAFO local regulatory options will be presented to the County Board in September.

Chair Bonneprise read Ordinance 29-20 as drafted, no changes or amendments were recommended or discussed.

Action Items No actions were taken, as Kathy Gingras, Community Services Business Operations Manager, stated that fee schedules has been reviewed and can remain as is going forward.

Items for the next Agenda-

- Presentation 2021 Budget
- Legislative event
- Strategic Plan update-Don Wortham
- Program Review-tbd
- Jason Kjeseth, Zoning Administrator, asking for HHS Committee's help on Ordinance No. 30-20: Proposed Amended Polk County Nuisance and Human Health Hazard Ordinance.

Next Meeting – 10:00 a.m. Tuesday, September 8th, 2020

Chair Bonneprise called for a motion to adjourn. **Motion** (Duncanson/Alleva) to adjourn.
Motion carried by unanimous voice vote. Chair Bonneprise declared meeting adjourned at 1:00 p.m.

Respectfully submitted,
Roxanne Howe, Deputy County Clerk

DRAFT

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Lisa Ross, County Clerk
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Phone (715) 485-9226 | Email countyclerk@co.polk.wi.us

AGENDA AND NOTICE OF MEETING
Health & Human Services Board
Tuesday, August 18, 2020
Public Hearing Meeting, 9:30 a.m.
Regular Business Meeting, 10:00 a.m.
A quorum of the County Board may be present
Virtual, Open Meeting via Webex Video Conference or Phone

Webex Virtual Meeting Info:
Meeting Number (access code): **960 069 727**
Password: HHSmeeting

- Join Online: https://polkwi.webex.com
- Join by Phone: 1-408-418-9388

Materials: Minutes of July 14, 2020 Meeting; 2020 Workplan; Siting Ordinance Guide; Operational Based vs CUP, Public Hearing Notice

Order of Business:

1. Call to Order- Public Hearing- Chairman Bonneprise- 9:30 a.m
2. Public Hearing on 2020 Polk County Community Services Budget
3. Close Public Hearing- 10:00 a.m.
4. Call to Order-Chairman Bonneprise
5. Approval of Agenda
6. Approval of Minutes for the July 14th, 2020 Meeting
7. Disclosure of Committee Member Conflicts of Interest regarding matters noticed on this agenda
8. Public Comment – 3 minutes – not to exceed 30 minutes total
9. Receipt of Information from Supervisors Not Seated as Committee Members
10. Announcements and Committee information
11. Reports and Presentations
    A. DNR Presentation-Permitting Process-Jeff Jackson, WI DNR
    B. Presentation by Environmental Services Division staff –Siting Ordinances, Operations Ordinances, Conditional Use Permits
    C. 2019 Year-end financial report CSD, Veteran's, Child Support
    D. Audit Report from Golden Age Manor
    E. Update on the Community Health Improvement Plan
    F. Update from Lisa Ross, County Clerk regarding Minutes
12. Discussion Items
    A. Review of Resolution regarding Health in All Policy as it relates to CAFO local regulatory options for Polk County to be presented at September 2020 County Board meeting
    B. Discussion and consideration of draft Ordinance 29-20: Operational Based Ordinance Related to Swine CAFO's.
13. Action Items
    A. Review and Recommendation on fee schedule and Leases
14. Identify Subject Matters for September 8th, 2020 Meeting
15. Adjourn

Items on the agenda not necessarily presented in the order listed. This meeting is open to the public according to Wisconsin State Statute 19.83. Persons with disabilities wishing to attend and/or participate are asked to notify the County Clerk's office (715-485-9226) at least 24 hours in advance of the scheduled meeting time so all reasonable accommodations can be made. Requests are confidential.

Date	Scheduled Agenda Items	Program Review and Upcoming Issues
January	No meeting-cancelled	
February	No meeting	
March	• GAM and VSO Updates • BHHS Satisfaction Survey • Truancy education/Child Wellness Ordinance • Public Nuisance Ordinance	
April	• Division Strategic Plan Update • COVID-19 update	• Program Review-Great Rivers Income Maintenance • CAFO presentation
May 12 10:00 AM	• Welcome new members Amy Middleton and Fran Duncanson • Legislative Event Report • 2021 Budget Priorities Discussion • BHHS accomplishments • Preliminary End of Year Financial Report • Establish budget priorities	Housing study results? Public transportation • Uber • Van Service • Options for non-disabled/elderly, full cost and discounted • Transportation study
June 9 **8:30 AM 10:00 AM	• Department Annual Reports • Medical Examiner Update • Child Wellness ordinances	• Board Member Orientation *8:30 start
July 14 10:00 AM	• VSO and GAM mid-year reports	• Budget Updates (State/Local)
August 18 9:30 AM	• Review and recommendations on fee schedule and leases • Community Health Improvement Plan Update • Legislative Event Report if applicable	• Public Hearing for 2021 Budget *9:30 start

September 8 10:00 AM	• Presentation 2021 Budget • Legislative event • Strategic Plan update-Don Wortham	• Program Review-tbd
October 13 10:00 AM	• Annual Budget Amendments • Division Update	
November 10 10:00 AM	• Legislative Event Report if applicable • GAM Update • Veteran's Update	• Hold meeting at GAM?
December 8 10 AM	• Division Update • 2021 Workplan	•

	Operational Based	Conditional Use
Authority	Wis. Stats. §§ 59.03(2), 59.70(1), 254.51(5) & 254.59(7) NR 151 and NR 243	NR 151 and NR 243, 59.69, 59.70 Polk County Comprehensive Land Use Ordinance & Polk County Ordinance 39-17
Definitions	"Large-Scale Concentrated Animal Feeding Operation" or "CAFO" means a lot or facility, other than a pasture or grazing area, where 1,000 or more animal units have been, are or will be stabled or concentrated, and will be fed or maintained by the same owner(s), manager(s) or operator(s) for a total of 45 days or more in any 12-month period.	"SWINE CONCENTRATED ANIMAL FEEDING OPERATION (CAFO)" means feedlot, barnyard or other outdoor facility, other than a pasture or winter grazing area, where 1000 animal units or more of swine livestock are concentrated for feeding or other purposes.
Procedures/Process	• The applicant shall apply for a "CAFO Operations Permit" • Notice all landowners within **3 miles** of the proposed CAFO • Public Hearing required • CAFO Operations Permit granted by the **County Board.**	• The applicant shall apply for a "Conditional Use Permit" • Notice all landowners within **300 feet** of the proposed CAFO • Public Hearing required • Conditional use permit granted by the **Environmental Services Committee.**
Application	• **County-wide ordinance** • **More flexibility than siting ordinance** • **One dollar ($1.00) per proposed animal unit to Polk County**	• **Applies to Ag District 20 only; does not apply in towns without County Zoning Authority** • **$750.00 Conditional Use Permit** • **$400.00 Land Use Permit**
Renewal Fee	• Annual fee of one dollar ($1.00) per proposed animal unit to Polk County	• None
Financial Assurances	• Applicant shall fully compensate the County for all legal services, expert consulting services, and other expenses incurred by the County in considering the application • The County Board shall ***determine the amount and require*** the applicant to provide sufficient funds (e.g. bonds, cash, escrow, trusts, etc.) be available for pollution clean-up, nuisance abatement, and proper closure of the CAFO	• Fees must be justifiable • Performance bond is unlawful
Permit terms	• Five (5) years	• Conditional use permits expire twelve months from their date of issuance if no building activity has begun within such time • Can be revoked at any time if any conditions are violated.

Conditions		
Permits Required:	• Wisconsin Pollutant Discharge Elimination Systems Permit (WDNR) • Polk County CAFO Operations Permit (HHS?)	• Wisconsin Pollutant Discharge Elimination Systems Permit (WDNR) • Polk County Land Use Permit (Zoning)
Site Planning:	• Site Plan • Nutrient Management Plan • List of crops grown and yields • Provide soil map and aerial photos of navigable waters within 1000 ft.	• Site Plan • Nutrient Management Plan • List of crops grown and yield. • A plan of the area showing contours, soil types, ordinary high water marks, ground water conditions, bedrock, slope and vegetative cover. • Professionally designed and drafted plans of the main facility shall be submitted with the conditional use permit application.
Environmental Impacts:	• Provide report on annual phosphorus losses • Describe the technologies or method(s) the to reduce, eliminate, or treat methane, nitrous oxide, ammonia, hydrogen sulfide, and particulate emissions • Identify the source of all water to be used at the proposed CAFO facility and the anticipated quantity of water usage • Groundwater monitoring wells be installed • Describe erosion control practices • Describe measures that will be taken to screen the CAFO operation from view of surrounding land uses • Schedule and method for air quality testing, within a quarter mile of the proposed CAFO's • N/A	• N/A currently, but can be applied as condition • N/A currently, but can be applied as condition • N/A currently, but can be applied as condition • N/A currently, but can be applied as condition • Polk County Ord. 05-19 • N/A currently, but can be applied as condition • Air quality testing/studies required • Shall have no discharge from animal lots, feed or waste storage into navigable waters
Operations:	• Describe how animals will be transported, including a description of the type, size and weight of the transportation vehicles, all highways or roads that will be used, the hours of operation and specific path of travel	• Shall obtain approval from Town prior to hauling of any overweight loads during spring break up period. (road ban period)

	• Describe how all animal waste will be stored and transported	• Shall have a Nutrient Management Plan for farming operation, and must ensure land base is sufficient to handle waste produced annually
	• Identify all residential and business structures within 500 feet of a gravel road used by implements of husbandry	• N/A
	• Identify a substantially similar CAFO operation that has been continuously operated in the United States for at least ten (10) years without causing pollution of groundwater or surface water, and without causing either a private nuisance or a public nuisance.	• Applicant shall disclose any previous livestock facility violations. (owners or parent company)
	• N/A	• Farm entrance must be at least 100 feet from a nonfarm residential driveway
	• N/A	• All waste storage structures, including manure storage, shall be at least 300 feet from the nearest property line.
	• N/A	• All buildings housing livestock and feed storage, shall have a minimum setback of 300 feet from the nearest property line.
	• Shall comply with Polk County Manure and Water Quality Management Ordinance.	• Shall comply with Polk County Manure and Water Quality Management Ordinance.
	• N/A	• Farm owner or operator must live within 5 miles of the farm
		• Other conditions can be assigned to address any operational concerns as long as they are supported by the criteria and in line with the purpose and intent of the ordinance.
Animal Welfare:	• Livestock Mortality Plan required	• Livestock Mortality Plan required
	• Describe how all animals will be housed and how maintained with power outages	• N/A
	• Describe how all animal units will be fed	• N/A
	• Identify all products (including chemicals or medicines) that will be injected in, fed to, or administered to animals	• N/A
	• Identify all measures that will be taken to prevent the spread of disease	• N/A

Employees:	• Identify all veterinary care • Identify the number of anticipated employees • Identify education will employees receive regarding operating safe CAFOs • Identify type of healthcare will be made available to employees	• N/A • N/A • N/A • N/A
Emergency Management:	• Emergency plan of action in the event of soil, water or air contamination • Describe measures that will be taken to mitigate environmental impacts on timber, agriculture, surface water, ground water, air quality, noise pollution and plant, wildlife or fish habitat. • Identify known endangered species on or near site	• Any suspected case of an environmental or human health hazard, shall be referred to the Polk County Health Department and the appropriate follow-up will occur based on public health statutory requirements. • DNR would also follow up on environmental concerns • N/A
Penalties:	• Any violation shall be a forfeiture of $100.00 up to $5,000.00 per day, plus the costs of prosecution. • The County Board may: (1) stop operations and work order; (2) suspend or revoke the permit; or (3) impose any other available enforcement remedy.	• Any violation shall be a forfeiture of $200.00 up to $1,000.00 per day • Zoning Department may: (1) issue an on-site stop work order; (2) revoke the conditional use permit; or (3) impose any other available enforcement remedy.
Appeals:	• Final decision of the County Board under this ordinance is not subject to appeal • Applicant who is aggrieved by a final decision of the County Board may seek remedy through Polk County Circuit Court.	• Applicants aggrieved or affected by any decision of the Zoning Administrator or Environmental Services Committee may appeal to the Board of Adjustment • Applicant who is aggrieved by a final decision of the Board of Adjustment may seek remedy through Polk County Circuit Court.

8-13-20

Sample Ordinance Provisions

How this works

The following offers a zoning-based approach to local livestock regulation. It modifies the **Sample Ordinance Provisions** in the Appendix of *Livestock Guidance Local Planning For Livestock Operations in Wisconsin (*April 2003)

The modifications are designed to allow local livestock regulation consistent with requirements of the Livestock Facility Siting Law (siting law) (sec. 93.90, Stats. and ATCP 51, Wis. Adm. Code)

Under the siting law, a local government can use its zoning authority in different ways to regulate the siting and operation of livestock facilities. However there are important limitations. Local governments can set up agricultural zones in accordance with comprehensive plans. If a local government only establishes one agricultural zone, livestock facilities cannot be prohibited based on size in that zone. If a local government establishes more than one agricultural zone, it can prohibit livestock facilities based on size for public health or safety reasons, but must allow at least one zone where livestock facilities are not prohibited based on size. This limitation does not affect the authority to exclude livestock operations in non-agricultural zones.

Local governments may require conditional use (special exception) permits for livestock facilities. However, they must follow state requirements for issuing these permits.

This appendix provides components for developing multiple agricultural and other districts: Agriculture Enterprise (AE), General Agriculture (G-AG), Limited Agriculture District (L-AG), Rural Residential District (RR). For each district, there is a purpose statement, a menu of options for permitted and conditional uses in the district, and property development standards such as maximum lot sizes and setbacks.

Local governments must take additional steps to codify these provisions into an ordinance. For example, maps are needed to determine the location and boundaries of zoning districts. As important as any step, local governments need expert advice to make use of this model. Legal and other experts can help you address the following issues:

- Consistency of zoning actions with a comprehensive plan
- Compliance with the requirements of the Livestock Facility Siting Law
- Consistency with the requirements of the state runoff law for farms (NR 151, Wis. Adm. Code, ATCP 50)
- Compliance with requirements of the Farmland Preservation Program, Ch. 91, Stats., to ensure eligibility for tax credits for farm landowners.

- Agricultural Storage
- Agricultural Research and Development
- Other Agriculturally-Related Structures and Improvements
- Stable, Commercial
- Utility, Minor

Drafting tip

An Agricultural Enterprise District may allow, as permitted uses, livestock facilities that might require conditional use permits in other districts (the Agricultural Enterprise District may have no permit requirement, or a higher size threshold for a permit). Under the livestock siting law, an ordinance adopted after July 19, 2003 may not require a conditional use permit for a livestock facility that will have fewer than 500 animal units.

C) Conditional Uses

The following uses may be allowed in this district if reviewed and approved in accordance with standards in this ordinance:

- Livestock facilities over (___) animal units.
- Communication Tower, Commercial
- Mining and Extraction
- Utility, Major
- Agricultural Packing and Processing

Drafting tip

For this and other districts, a menu of suggested uses is provided. Specific uses for the district should be selected consistent with the purpose of the district and planning goals. To reduce the potential for conflict, new single family residential dwellings are not allowed in this district. A less effective approach involves regulating new single family residential dwellings as conditional uses. Existing residential uses are authorized to continue as non-conforming uses. Conditional uses such as Agricultural Packing and Processing should be allowed if they fit with planning goals and are compatible with uses in the district. The provisions in this section, however, may not provide the necessary standards to regulate uses other than livestock operations.

D) Property Development Standards

Drafting tip

This section may include minimum lot size, lot width and depth, maximum residential density, setbacks from highways, and maximum heights for structures.

1) Minimum lot area

100 feet from any public road right-of-way if the livestock facility will have fewer than 1,000 animal units, and or more than 150 feet from any public road right-of-way if the livestock facility will have 1,000 or more animal units.

Drafting tip

Because of the intensive uses allowed in this district, local governments may wish to impose minimum setbacks to minimize land use conflicts, subject to the limitations of the livestock siting rule.

c) Waste Storage Structure

A new waste storage structure may not be located within _____ feet [not to exceed 350] of a property line, or within _____ feet [not to exceed 350] feet of the nearest point of any public road right-of-way.

A single new waste storage structure may be constructed closer to the property line or public road if a new structure is:

- Located on the same tax parcel as a waste storage structure in existence before May 1, 2006.
- No larger than the existing structure.
- No further than 50 ft. from the existing structure.
- No closer to the road or property line than the existing structure.

This setback requirement *does not apply* to existing waste storage structures, except that an existing structure within _____ feet [not to exceed 350] of a property line or road may not expand *toward* that property line or road.

3) Water quality and related setbacks

a) Navigable Waters and Wetlands

A livestock facility shall comply with setback and related requirements in any applicable shoreland or wetland zoning ordinances enacted within the scope of authority granted under s. 59.692, 61.351 or 62.231, Stats.

Drafting tip

Essentially all navigable waters are now protected by ordinances that require building setbacks of 75 feet or more (depending on the ordinance). Zoning restrictions, if any, typically apply to new or enlarged structures. A local government may apply its zoning ordinance if the ordinance was enacted within the scope of statutory authority under s. 59.692, 61.351 or 62.231, Stats., even if it was also enacted under other authority.

The following uses are permitted by right in this district without any further notice approval to or from the local unit of government:

- Agriculture Uses, including Livestock Facilities of less than (___) animal units, subject to compliance with Property Development Standards.
- Agriculturally-Related Residence
- "Value Added" Agriculture
- Roadside Stand
- Signage
- Agricultural Sales and Service
- Agricultural Storage
- Agricultural Research and Development
- Other Agriculturally-Related Structures and Improvements
- Stable, Commercial
- Utility, Minor

C) Conditional Uses

The following uses may be allowed in this district if reviewed and approved in accordance with standards in this ordinance

- Livestock Facilities of (___) or more animal units.
- Single-Family Residence
- Mining and Extraction
- Communication Tower, Commercial
- Utility, Major

Key Limitation

Under the livestock siting law, an ordinance adopted after July 19, 2003 may not require a conditional use permit for a livestock facility that will have fewer than 500 animal units. The livestock siting rule explains how to count "animal units."

D) Property Development Standards

Drafting tip

This section may include minimum lot size, lot width and depth, maximum residential density, setbacks from highways, and maximum heights for structures.

the setback requirement, except that a structure may not be expanded closer to the public road right-of-way.

Key Limitation

The siting rule recognizes and allows local-established setback requirements for public road right-of-ways, provided that the requirements do not impose a setback of more than 100 feet from any public road right-of-way if the livestock facility will have fewer than 1,000 animal units, and or more than 150 feet from any public road right-of-way if the livestock facility will have 1,000 or more animal units.

c) Waste Storage Structure

A new waste storage structure may not be located within _____ feet [not to exceed 350] of a property line, or within _____ feet [not to exceed 350] feet of the nearest point of any public road right-of-way.

A single new waste storage structure may be constructed closer to the property line or public road if a new structure is:

- Located on the same tax parcel as a waste storage structure in existence before May 1, 2006.
- No larger than the existing structure.
- No further than 50 ft. from the existing structure.
- No closer to the road or property line than the existing structure.

This setback requirement *does not apply* to existing waste storage structures, except that an existing structure within _____ feet [not to exceed 350] of a property line or road may not expand *toward* that property line or road.

3) Water quality and related setbacks

a) Navigable Waters and Wetlands

A livestock facility shall comply with setback and related requirements in any applicable shoreland or wetland zoning ordinances enacted within the scope of authority granted under s. 59.692, 61.351 or 62.231, Stats.

Drafting tip

Essentially all navigable waters are now protected by ordinances that require building setbacks of 75 feet or more (depending on the ordinance). Zoning restrictions, if any, typically apply to new or enlarged structures. A local government may apply its zoning ordinance if the ordinance was enacted within the scope of statutory authority under s. 59.692, 61.351 or 62.231, Stats., even if it was also enacted under other authority.

b) Floodplain

The Limited Agriculture District is intended to provide for the continuation of low intensity agricultural, restrict new and expanding livestock operations, provide for limited siting of single family residences, and support other uses that maintain the rural characteristics of the area. It may serve as a buffer for more intensive agricultural uses in adjacent districts, and prevent premature conversion of rural lands to urban and other non-agricultural uses. The district's use and development regulations are designed to implement the Comprehensive Plan goals by discouraging urban and suburban development in areas that are suited to agricultural uses and that are not well served by public facilities and services.

Note: With modification, this district may be designed to be compatible with designation as "Exclusive Agricultural Zone." If the district is used for transitional agricultural district, the EAZ status can be maintained. See Zoning to Preserve Agricultural Land, UWEX A3038 (1980), s. 2.0. It may be advisable to create a separate district to meet the need for a transition district.

B) Permitted Uses

The following uses are permitted by right in this district without any further notice approval to or from the local unit of government:

- Agricultural Uses, (excluding Livestock Facilities)(including Livestock Facilities of less than ___ more animal units), subject to Property Development Standards.
- Agriculturally-Related Residence
- Keeping and raising of domestic stock limited to 1 animal unit per acre
- "Value Added" Agriculture
- Roadside Stand
- Signage
- Single-Family Residence
- Home Occupation
- Utility, Minor

Key Limitation

A local government must identify if livestock facilities are allowed in this agricultural zoning district and then determine the size of livestock facilities allowed as permitted uses. If the local government excludes livestock facilities entirely or by size in this district, it must meet special requirements of the siting law. First, the exclusion must be clearly justified on the basis of public health or safety. Second, the town, county or other municipality must have at least one other agricultural zoning district where livestock agriculture is not excluded by size. This second requirement would be satisfied by adoption of either of these districts: Agriculture Enterprise (AE) or General Agriculture (G-AG).

the setback requirement, except that a structure may not be expanded closer to the property line.

Key Limitation

The siting law recognizes and allows local-established setback requirements for property lines, provided that the requirements do not impose a setback of more than 100 feet from any property line if the livestock facility will have fewer than 1,000 animal units, or more than 200 feet from any property line if the livestock facility will have 1,000 or more animal units.

b) Public road right-of-way

Except as provided for waste storage structures, livestock structures must be located a minimum of ___ feet [not to exceed 100 feet] from public road right-of-way if the livestock facility will have fewer than 1,000 animal units, and ___ feet [not to exceed 150 feet] from a public road right-of-way if the livestock facility will have 1,000 or more animal units.

The setback requirement does not prevent the use or expansion of a livestock structure that was located within the setback area prior to the effective date of the setback requirement, except that a structure may not be expanded closer to the public road right-of-way.

Key Limitation

The siting rule recognizes and allows local-established setback requirements for public road right-of-ways, provided that the requirements do not impose a setback of more than 100 feet from any public road right-of-way if the livestock facility will have fewer than 1,000 animal units, and or more than 150 feet from any public road right-of-way if the livestock facility will have 1,000 or more animal units.

c) Waste Storage Structure

A new waste storage structure may not be located within _____ feet [not to exceed 350] of a property line, or within _____ feet [not to exceed 350] feet of the nearest point of any public road right-of-way.

A single new waste storage structure may be constructed closer to the property line or public road if a new structure is:

- Located on the same tax parcel as a waste storage structure in existence before May 1, 2006.
- No larger than the existing structure.
- No further than 50 ft. from the existing structure.
- No closer to the road or property line than the existing structure.

Drafting tip

DNR rules under chs. NR 811 and 812 spell out well construction and well location standards to protect water supplies. Violation of well setback requirements in ch. NR 811 or 812 may prevent use of a well. DNR may grant appropriate variances, as provided in chs. NR 811 and 812.

4) Single-family residences

No single-family residence shall be constructed within 1000 feet of a livestock structure or building, including animal waste storage areas. This provision shall not apply to dwelling units that are accessory to a livestock facility.

RR Rural Residential District

A) Purpose

The Rural Residential District is intended to permit low-density residential uses, require large single-family lots to maintain the area's rural character, and accommodate uses that are not urban in nature, including low-intensity agriculture. The district may be used as a "holding" or "transitional" zone to retain land in a less intensive use until the appropriate time for more intensive residential and other development, avoid scattered development, and premature and costly extension of utility mains and services.

B) Permitted Uses

The following uses are permitted by right in this district without any further notice approval to or from the local unit of government:

- Single-Family Residence
- Agriculture, Crop
- Mobile or Manufactured Home (Optional)
- Home Occupation
- Roadside Stand
- Signage
- Utility, Minor
- Accessory Uses and Buildings

Drafting tip

A menu of suggested uses is provided. Specific uses for the district should be selected consistent with the purpose of the district and planning goals. The provisions in this section, however, do not provide the necessary standards to regulate uses such as mobile or manufactured homes.

These procedures apply to livestock facilities that require a conditional use permit under this ordinance.

B) Permits for Existing Livestock Facilities

1) A permit is required for the expansion of a pre-existing or previously approved livestock facility if the number of animal units kept at the expanded livestock facility will exceed all of the following:

a) The applicable size threshold for a conditional use permit established in the zoning district where the facility is located.

b) The maximum number previously approved or, if no maximum number was previously approved, a number that is 20% higher than the number kept on (May 1, 2006 or on the effective date of the permit requirement, whichever date is later)

2) A permit is not required for livestock facility that existed before May 1, 2006 or before the effective date of the permit requirement in this ordinance (except as provided in sub. 1).

3) A permit is not required for livestock facility that was previously issued a conditional use permit or other local approval (except as provided in sub. 1). A prior approval for the construction of a livestock facility implies approval for the maximum number of animal units that the approved livestock facility was reasonably designed to house, except as otherwise clearly provided in the approval. Prior approval of a single livestock structure, such as a waste storage structure, does not constitute prior approval of an entire livestock facility.

C) Application Procedure

A livestock operator must complete the application and worksheets prescribed by ATCP 51, including any authorized local modifications. The application requirements specified in ATCP 51, Wis. Adm. Code are incorporated by reference, without reproducing them in full. The application form and worksheets establish compliance with the standards in ATCP 51 and this ordinance.

The operator must file ___[select 2, 3 or 4] duplicate copies of the application form, including worksheets, maps and documents (other than engineering design specifications) included in the application.

Drafting Tip

ATCP 51.30 provides that an applicant may be required to file up to 4 duplicate copies of an permit application. One copy must be filed after a final decision on the application with DATCP. If approved, one duplicate copy marked approved must be given back to the applicant. The applicant may wish to record the approved application with the register of deeds. It is recommended that 4 duplicate copies be required to have adequate copies available in the event of a future appeal.}

3) The following more stringent standards required to protect public health or safety:

a) These more standard standards are based on the following reasonable and scientifically defensible findings of fact adopted after public hearing:

Key Limitation

Local governments will need to meet additional requirements to adopt more stringent standards. To adopt a more stringent standard consistent with the requirements of s. 93.90(3)(ar), Stats., a local government must include the standard in its ordinance along with the scientifically defensible findings of fact to justify the more stringent standard being necessary to protect public health and safety. It is recommended that a town or county board hold a public hearing to receive evidence that supports the adoption of a more stringent standard. Any more stringent standards must be adopted in ordinance *prior* to applying it to a particular permit applicant.

Under s. 92.15, Stats., a local government may need approval from DATCP or DNR for local livestock regulations that exceed state performance standards in NR 151 and ATCP 50, Wis. Adm. Code.

To qualify for local approval, an operator must meet the standards in this rule, regardless of whether the applicant receives cost-sharing (*see* s. 93.30(3)(ae), Stats.). *However, a political subdivision may provide cost-sharing if it wishes to do so.*

H) Criteria for Issuance of a Permit

1) A permit shall issue if the application for the proposed livestock facility contains sufficient credible information to show, in the absence of clear and convincing information to the contrary, that the proposed livestock facility meets the standards specified in this ordinance.

Rebuttable Presumption

If the application and worksheets prescribed by ATCP 51 are properly completed, there is a rebuttable presumption that the applicant has meet the application requirements.

2) A permit may be denied if any of the following apply:

2) File with the Department a copy of the final application granted or denied, if the town/county has granted or denied an application under this ordinance. (The copy shall include all of the worksheets, maps and other attachments included in the application, except that it is not required to include the engineering design specifications.)

3) If the town/county has withdrawn a local approval under this ordinance, file with the department a copy of the town/county final notice or order withdrawing the local approval.

L) Expiration of Permit

A permit remains in effect regardless of the amount of time that elapses before the livestock operator exercises the authority granted under permit, and regardless of whether the livestock operator exercises the full authority granted by the approval. However, the political subdivision may treat a permit as lapsed and withdraw the permit if the permit holder fails to do all of the following within 2 years after issuance of permit:

- *Begin* populating the new or expanded livestock facility.
- *Begin* constructing all of the new or expanded livestock housing or waste storage structures proposed in the permit application.

M) Permit modifications

The operator may make reasonable changes that maintain compliance with the standards in this ordinance, and the (political subdivision) shall not withhold authorization for those changes.

N) Compliance Monitoring

The (political subdivision) shall monitor compliance with the ordinance as follows:

1) Upon notice to the livestock facility owner request the right of the (permit administrator) to personally view the permitted facility at a reasonable time and date to insure that all commitments of the application as approved are being complied with.

2) If the livestock facility owner refuses the (permit administrator) the right to view the permitted facility, the (permit administrator) may request the assistance of the Sheriff or a deputy Sheriff to obtain an inspection warrant from the circuit court to inspect the permitted facility for the purpose of protection of the public health and safety under Sec. 66.0119 of Wis. Statutes.

3) If a permitted facility is found not to be in compliance with the commitments made in the approved application, the (permit administrator) shall issue a written notice to the livestock facility owner stating the conditions of non-compliance and directing that compliance of the commitments of the approved application and be complied with in a reasonable amount of time stated in this written notice.

including but not limited to such information as the name and address of the new owner and date of transfer of ownership.

~~Non-Conforming Uses~~

~~A land use existing and operational at the time of this ordinance that is not in compliance with this ordinance shall be considered a non-conforming use.~~

~~A) Abandonment~~
~~A non-conforming livestock facility that is abandoned or not operational for a period of 24 consecutive months, or a total of 36 months in a 5 year period, shall no longer retain its non-conforming status and must comply with all of the regulations set forth in this ordinance prior to the reintroduction of livestock. A landowner may retain a non-conforming status by demonstrating an active and continuous marketing of the land for sale or lease, or other activities that affirmatively prove there is no intent to abandon. In the event of an involuntary change of ownership of a livestock facility- including but not limited to mortgage or land contract foreclosures or bankruptcy proceedings, the lender or subsequent owner has 24 months from the date of acquisition to restock the feedlot and retain the non-conforming status of the livestock facility.~~

~~B) Alteration, Enlargement, Movement~~
~~A non-conforming use may not be altered, enlarged or moved, except for normal maintenance and repairs.~~

Variance

A) The (political subdivision) is not authorized to grant a variance from the state requirements related to livestock facility siting, except as provided in s. 93.90, Stats. and ATCP 51.

B) Local governments may reduce general setbacks in specified in zoning district by ____-foot increments but no lower than:
____ feet for setbacks to roads and property line
____ feet for new manure storage structures

The local government may the discretion to reduce setbacks using factors it deems appropriate, including compliance with procedures

Definitions

Drafting tip Definitions are not provided for every use and only explain key agricultural uses. Sample provisions contain terms such as Utility, Major and Utility, Minor, which have generally accepted zoning definitions.

structures in the expanded facility, regardless of whether those structures are new, existing or altered.

> ***NOTE:*** This chapter applies to local approvals of *new or expanded* livestock facilities that will have 500 or more animal units (or will exceed a lower permit threshold incorporated in a local *zoning* ordinance prior to July 19, 2003). *See* s. ATCP 51.02. Although this chapter covers all livestock structures in an "expanded livestock facility," existing structures are subject to less rigorous standards than new or expanded structures, and are completely exempt from certain requirements.

"Expansion" means an increase in the largest number of animal units kept at a livestock facility on at least 90 days in any 12-month period. The acquisition of an existing livestock facility, by the operator of an adjacent livestock facility, does not constitute an "expansion" unless that operator increases the largest number of animal units kept at the combined livestock facilities on at least 90 days in any 12-month period.

"Livestock" means domestic animals traditionally used in this state in the production of food, fiber or other animal products. "Livestock" includes cattle, swine, poultry, sheep and goats. "Livestock" does not include equine animals, bison, farm-raised deer, fish, captive game birds, ratites, camelids or mink.

"Livestock facility" means a feedlot, dairy farm or other operation where livestock are or will be fed, confined, maintained or stabled for a total of 45 days or more in any 12–month period. A "livestock facility" includes all of the tax parcels of land on which the facility is located, but does not include a pasture or winter grazing area. Related livestock facilities are collectively treated as a single "livestock facility" for purposes of this chapter, except that an operator may elect to treat a separate species facility as a separate "livestock facility."

"Livestock structure" means a building or other structure used to house or feed livestock, to confine livestock for milking, to confine livestock for feeding other than grazing, to store livestock feed, or to collect or store waste generated at a livestock facility. "Livestock structure" includes a barn, milking parlor, feed storage facility, feeding facility, animal lot or waste storage facility. "Livestock structure" does not include a pasture or winter grazing area, a fence surrounding a pasture or winter grazing area, a livestock watering or feeding facility in a pasture or winter grazing area, or a machine shed or like facility that is not used for livestock.

"Navigable waters" has the meaning given in s. 30.01(4m), Stats

"New livestock facility" means a livestock facility that will be used as a livestock facility for the first time, or for the first time in at least 5 years. "New livestock facility" does not include an expanded livestock facility if any portion of that facility has been used as a livestock facility in the preceding 5 years.

"Operator" means a person who applies for or holds a local approval for a livestock facility.

1. Its livestock housing and manure storage structures, if any, are located at least 750 feet from the nearest livestock housing or manure storage structure used by a livestock facility to which it is related.

2. It and the other livestock facilities to which it is related have a combined total of fewer than 1,000 animal units.

"Roadside Stand" means a building or part of a building no more than 500 square feet used for the retail sale of agricultural and related incidental products, excluding livestock, produced on the farm where the stand is located.

"Stable, Commercial" means a building or land where horses are kept for remuneration, hire, sale, boarding, riding, or show.

"Signage" mean outdoor advertising attached to, made a part of, or placed in front, rear, sides, or top of any structure or on any land to announce the name or nature of a farm business including a roadside stand. Signs are limited to 8 square feet of panel area, not to exceed eight feet (8') in height above grade, unlighted.

"Single Family Residence" means the principal use of a lot only for one dwelling unit.

"Value Added Agriculture" means a small commercial, manufacturing or service operation, which is accessory to an agricultural use. Examples of value added agriculture include small scale food processing, handcrafting, product packaging and marketing, and agricultural tourism. These farm-based activities cannot exceed a certain size and scale, but may involve new structures. Additional permits and licenses may be required to carry on these activities.

"Waste" means manure, milking center waste and other organic waste generated by a livestock facility.

"Waste storage facility" means one or more waste storage structures. "Waste storage facility" includes stationary equipment and piping used to load or unload a waste storage structure if the equipment is specifically designed for that purpose and is an integral part of the facility. "Waste storage facility" does not include equipment used to apply waste to land.

"Waste storage structure" means a waste storage impoundment made by constructing embankments, excavating a pit or dugout, or fabricating a structure. "Waste storage structure" does not include equipment used to apply waste to land. For purposes of ss. ATCP 51.12(2) and 51.14, "waste storage structure" does not include any of the following:

(a) A structure used to collect and store waste under a livestock housing facility.

(b) A manure digester consisting of a sealed structure in which manure is subjected to managed biological decomposition.

2020

POLK COUNTY

Community Health Improvement Plan

PolkUnited
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Executive Summary

The 2020-2022 Polk County Community Health Improvement Plan entails the recent comprehensive community health planning effort for Polk United's Community Health Coalition. Polk United is a coalition that works to make Polk County a place where we all thrive at home, at work and in community. The community health planning effort includes two major phases: a community health assessment (CHA) and a community health improvement plan (CHIP).

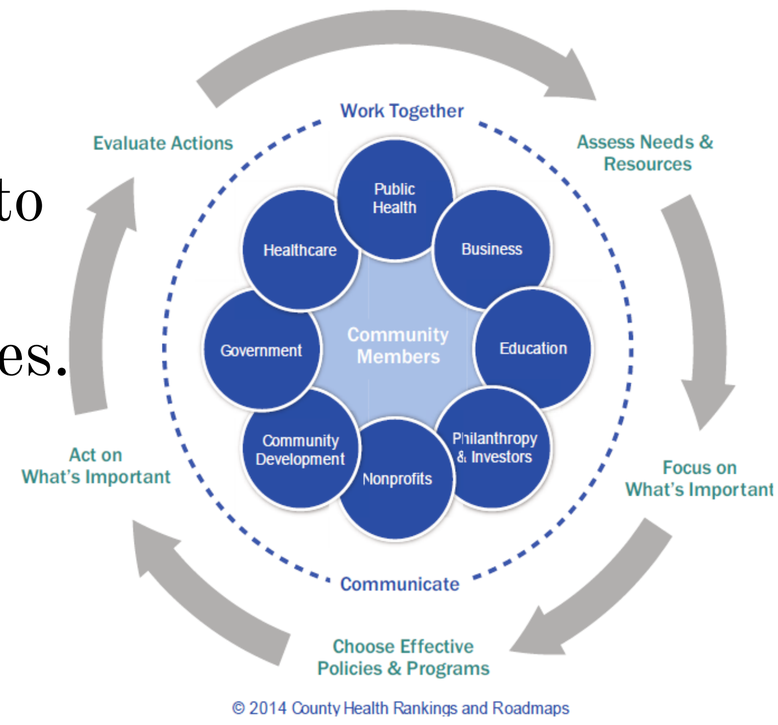
- Included is a summary of the community engagement methods and prioritization process for the 2020 Polk County Community Health Assessment (CHA). Through this process, residents identified Mental Health, Substance Use, and Nutrition and Physical Activity as top priorities.
- The CHIP also provides the community with a plan and goals for improving the health of Polk County in the health priorities identified by Polk United over the next three years.

Over the next three years, Polk United workgroups will continue implementation and evaluation of evidence-based practices in order to reach our goals. Efforts will be updated to align with community resources and needs as necessary. The CHA, CHIP and Workgroup work plans are available at www.polkunited.org.

Community Health Improvement Plan Overview

Polk United utilized the County Health Ranking and Roadmaps Take Action Cycle to guide the community health improvement process. This included:

- A review of key findings from the 2019 CHA-qualitative data from surveys, listening sessions and community health improvement events, as well as quantitative data from local, state and national indicators.
- A review of evidence-based practices through “What Works for Health” and additional resources.
- Identification of strategies based on evidence, community input, and community assets. Strategies were also chosen to align with state and national health plans.
- Consideration of populations with disparate health outcomes.
- Development of a detailed work plan to track progress and outcomes - available at www.polkunited.org.



Summary of 2020-2022 Community Health Improvement Plan Goals

Mental Health Workgroup works closely with the Mental Health Taskforce of Polk County to improve access to Mental Health Services, increase early detection of mental illness, and reduce the stigma of mental Illness

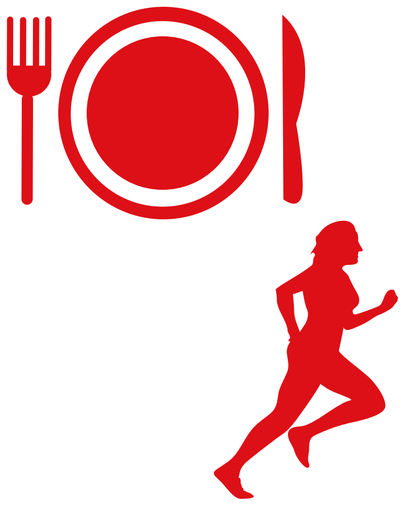
Goal:

- Decrease the number of days you have felt sad or depressed for 2 or more days in the last 2 weeks from 35% to 30% as measured by the CHA Survey

Substance Use Wokrgroup works to create a positive change around the culture of drinking and drug use in our community.

Goal:

- Reduce binge drinking from 25% to 23% 'in the last month' as measured by the CHA Survey
- Reduce the percent of individuals or families negatively impacted by meth use from 14.9% to 12% as measured by the CHA Survey



Nutrition and Physical Activity Workgroup works to prevent chronic disease through the promotion of healthy eating and an active lifestyle.

Goals:

- Increase the consumption of fruit and vegetable servings of 3 or more a day from 37% to 40% as measured by the CHA Survey
- Increase physical activity of 150 minutes per week to 45% as measured by the CHA Survey

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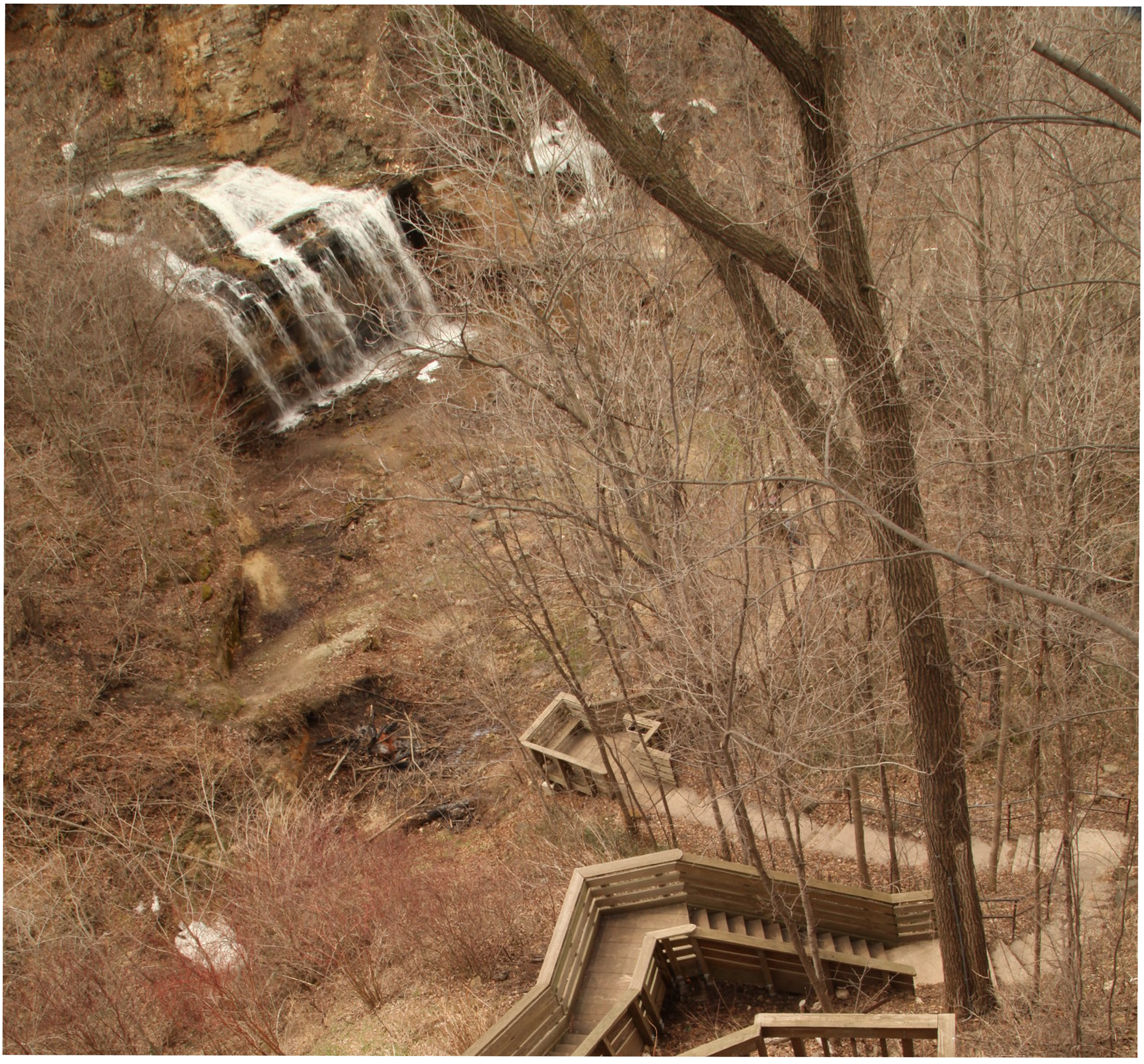

Message to the Community

The members of the Polk United Leadership Team are pleased to present the 2019 Community Health Improvement Plan to the citizens of Polk County. This plan is a combined effort of the Polk County Health Department (PCHD), Amery Hospital and Clinic, Osceola Medical Center, St. Croix Regional Medical Center, the Mental Health Task Force of Polk County, United Way St. Croix Valley, UW-Extension and many community partners. Special thanks to the Polk United Leadership team for their excellent input and guidance.

Many organizations participated in the process and are highlighted in the Acknowledgements Section of this report. The Leadership Team wishes to thank them for their support and commitment to this work. In addition, staff at the PCHD provided many hours of support and guidance throughout the entire process. Many thanks go to Elizabeth Hagen, Polk United Coordinator, who provided guidance and support throughout the process and Laurie Whitehead, PCHD Fiscal Manager, for assuring all the technical assistance needs were met.

The Community Health Improvement Plan includes goals, measurable objectives and action steps for the priority health focus areas identified by the community and key stakeholders. These focus areas are Mental Health, Substance Use, and Nutrition and Physical Activity. Access to Care has been identified as a barrier to achieving good health, and will be incorporated into each of the health focus priorities. This plan is intended to be a call to action and a guide for community stakeholders to improving the health of all residents in Polk County.

Making Polk County a place where we all thrive at home, at work and in the community is a responsibility we all share. We would like to invite you to join us and become involved in promoting the health and well-being of individuals, families and the communities of Polk County. For more information on the Polk United Coalition, or to learn how to help make Polk County healthier, contact us at www.polkunited.org.

Katy Ellefson
Community Health Specialist and Outpatient Dietician

Bob Wolf
Community Relations Manager

Tom Brock
Executive Director

Brian Kaczmarski
Health Officer/Director

Elizabeth Hagen
Coordinator - Polk United
Public Health Specialist - Public Health

Deanna Nelson
Director of Community Health and Wellness

Jessica Neumann
Community Impact Director

Don Wortham
Educator

About Polk United

Polk United was established in 2013 as an expansion of Polk County's Nutrition and Physical Activity Coalition (NPA). Funding that the coalition and Polk County Health Department received from the Community Transformation Grant Fund provided an opportunity to expand the coalition and complete a new strategic plan. Strategic planning was completed in early 2013 and the Polk United: healthier together name and logo was selected shortly after. In 2018 the Strategic Planning process was once again initiated and a coalition charter was created and adopted in 2019.

Vision
The vision for Polk United is "Polk County... a place where we all thrive at home, at work and in community.

Mission
The mission of Polk United is "fostering health and well-being for all in Polk County through partnerships, programs and resources".

Purpose
The purpose of Polk United is to provide a strategic and collaborative framework for health improvement and well-being throughout Polk County. The coalition's actions are guided by the social determinants of health and an ongoing assessment of community health needs.

Since 2013, Polk United has provided a “table” where stakeholders collaborate to understand current and future health needs of Polk County through a process of assessing, prioritizing and addressing health needs. Many diverse partners from across the county participate in Polk United, a community-based coalition developed to create and maintain healthy communities. Together they work to better align efforts among community partners and create a strategic framework for collaborative local health improvement activities. Over the years, Polk United has been vital to bringing several successful programs to our county. Polk United is committed to using health data and best practice to inform our decision-making process.

Visit us online at www.polkuntied.org to find:

- Meeting minutes for Polk United workgroups
- The 2019 Community Health Needs Assessment and 2020 Community Health Improvement Plan

Structure and Stakeholders

Polk United consists of a Leadership Team and Workgroups that are all working to make Polk County a place where we all thrive at home, at work and in community.

The Polk United Coalition's Leadership Team is comprised of designees from Amery Hospital and Clinics, Osceola Medical Center, St. Croix Regional Medical Center, Polk County Health Department, Mental Health Task Force of Polk County, UW-Extension, and United Way St. Croix Valley.

Mental Health Workgroup

Mental Health refers to our emotional, psychological and social well-being, and how it relates to our ability to cope with the normal stresses of life. Poor mental health (aka mental illness) manifests itself in poor quality of life, higher rates of chronic disease, and shorter lifespan. The Mental Health workgroup works closely with the Mental Health Taskforce of Polk County to improve access to Mental Health Services, increase early detection of mental illness, and reduce the stigma of mental Illness.

Stakeholders:

- Polk County Community Members
- Mental Health Task Force of Polk County
- Polk United Healthier Together
- Polk County Schools
- Polk County Chapter of National Alliance on Mental Illness
- Polk County Faith Community
- Polk County Health Care Providers
- Polk County Media
- Polk County Businesses
- Polk County Service Organizations
- Polk County Government

Nutrition and Physical Activity Workgroup

Good nutrition is the intake of food that positively addresses the body's dietary needs. Physical activity helps keep the body in good physical condition. Poor nutrition and physical inactivity produces overall poor health and are major contributors to obesity and chronic disease such as diabetes, heart disease and stroke. The Nutrition and Physical Activity workgroup works to prevent chronic disease through the promotion of healthy eating and an active lifestyle.

Stakeholders:

- Polk United Healthier Together
- Nutrition and Physical Activity Committee
- Polk County Breastfeeding Coalition
- Polk County Health Department (WIC, Fit Families, Prenatal Care Coordination)
- Polk County Worksites
- Polk County Fitness Centers
- Polk County Policymakers
- Polk County Healthcare Providers
- Polk County School Districts
- Polk County Childcare Providers
- Polk County Citizens
- Polk County Farmers' Markets, Farm Stands and Apple Orchards
- Polk County Women of Reproductive Age
- Polk County Government
- Polk County Media

Structure and Stakeholders Continued

Substance Use Workgroup

Substance abuse is the harmful use of chemicals, including psychoactive drugs, alcohol, prescription medications and huffing. Substance abuse can lead to dependence syndrome (a negative behavioral, cognitive and physiological phenomena and social decline). The Substance Use workgroup works to create a positive change around the culture of drinking and drug use in our community.

Stakeholders:

- Polk County Community Members
- Polk County Policymakers
- Polk County Parents
- Polk County Business Community
- Polk County Healthcare Providers
- Polk County School Districts
- Polk County Law Enforcement
- Polk County Faith Community
- Wisconsin State Legislators
- Polk County Government
- Polk County Faith Community
- Polk County Youth
- Polk County Youth Serving Organizations
- Polk County Media

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About the Community Health Needs Assessment CHA

The community health improvement process includes two major phases: a Community Health Assessment and a Community Health Improvement Plan. Assessing needs and planning collaboratively helps solve complex health issues. The goals of a Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) are to engage the community in addressing priority health issues.

Community Health Assessment (CHA) is a process that engages community members and partners to collect and analyze data and information from a variety of sources to assess the health needs and strengths of the community. Together, the community identifies top health concerns. The findings of a CHA can inform community decision-making, the prioritization of health concerns, and the development and implementation of the Community Health Improvement Plan. It is known that health is greatly influenced by where people live, where they work, the safety of their surroundings and the strength and connectivity of families and communities. The assessment provides a greater understanding of these social determinants of health, which is critical when developing best strategies to improve identified health priorities and is a first step to eliminating health disparities. As a result of the 2015 Community Health Assessment, Polk United committed to continuing work on the health priorities of Substance Abuse, Mental Health, and Nutrition and Physical Activity, all of which were identified by the community as priority issues for 2020-2023.

Figure 4 - Community Health Assessment Timeline	
November and December, 2018	CHA Leadership Team Convenes Weekly to Plan CHA and Review Secondary Data
December 2018 through February, 2019	Community Survey Distributed
January through March, 2019	CHA Leadership Team Meets bi-monthly to Review Survey Results, Aggregate and Assess Data, Plan Community Forums and Key Stakeholder Meeting and to Evaluate Survey and Meeting Results
February and March, 2019	Community Forums and Key Stakeholder Meeting Held; Health Priorities Selected
April through May, 2019	CHA Report Drafted, Partner Feedback Obtained
June, 2019	CHA Report Completed and Distributed to Media and Partners; CHIP Process Begins

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About the Community Health Improvement Plan - CHIP

Community Health Improvement Plan (CHIP) is a roadmap that will guide the work on health priorities for community health improvement. It is an action-oriented plan that guides community partners in implementing evidence-based strategies to produce better health outcomes. The CHIP provides overarching goals, specific objectives, and evidence-based strategies that will mobilize the community to collaborate toward policy, system and environmental strategies related to the areas of concern identified in the CHA. Polk United's plan addresses the three identified health priorities. Polk United utilized the County Health Rankings and Roadmaps Take Action Cycle to guide their CHIP process. Improving community health requires people from multiple sectors to work collaboratively on a variety of activities and the Take Action Cycle guides communities on how to move diverse stakeholders forward to action.

CHIP Process

The process for developing the Community Health Improvement Plan follows the County Health Ranking & Roadmaps Take Action Cycle. Each step of the action cycle is a critical piece toward improving community health for all.

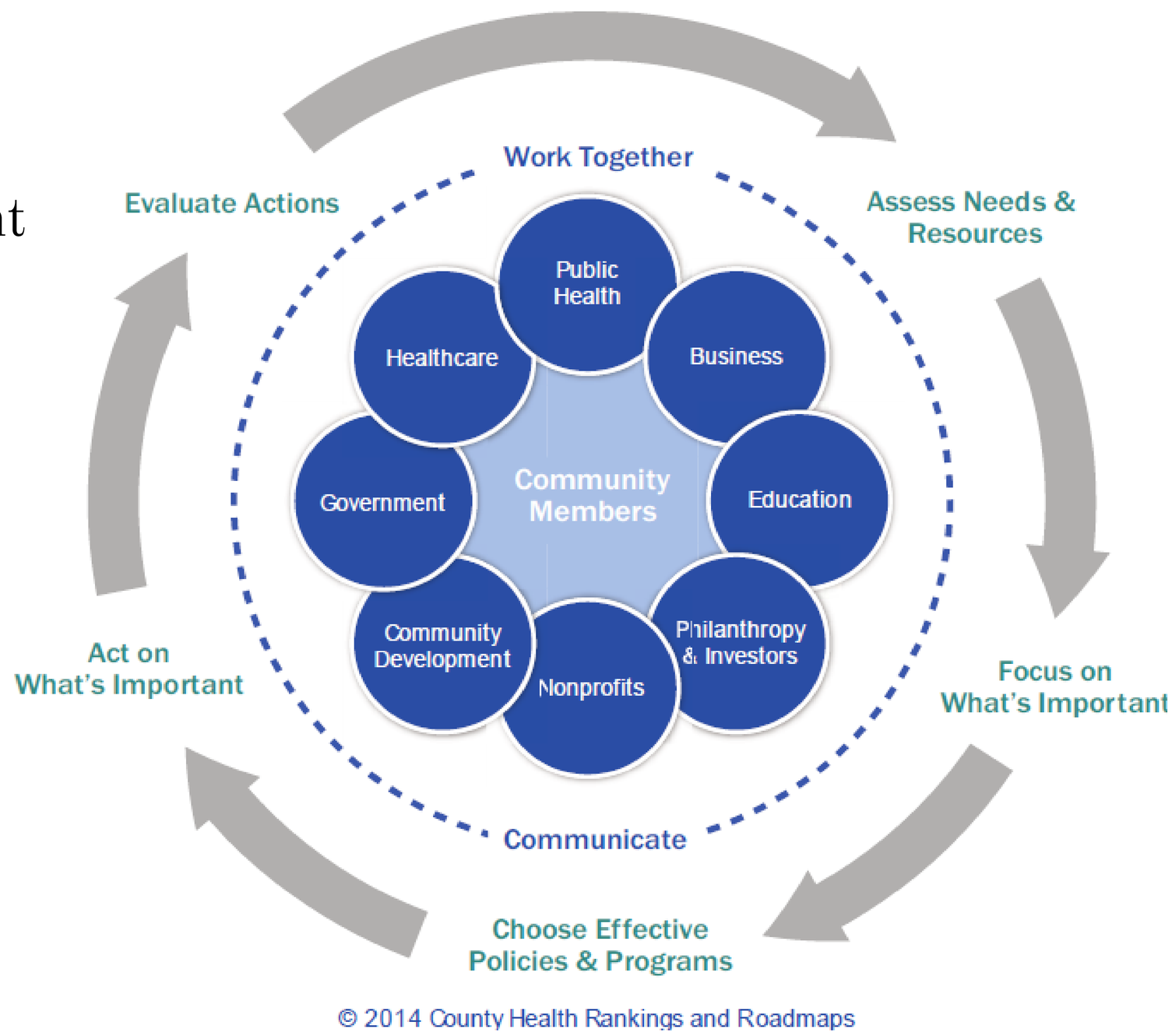


Figure 5 - County Health Rankings and Roadmaps - Take Action Model

Work Together

Everyone has a role to play in improving the health of communities. To move from data to action, Polk United engaged diverse stakeholders from multiple sectors.

- Polk United includes over 144 diverse stakeholders to collaboratively work on identified health issues to improve the health of our community members.
- Every month, the Polk United Leadership Team meets to review all action team progress as well as to continue to support broad collaborative action.
- Each month, Polk United Workgroups meet and work together to plan, implement and evaluate their goals/objectives.
- The diverse group of stakeholders involved in each action team continually reviews their membership list to ensure that stakeholders identified to help them accomplish their goals and objectives are “at the table”.

Assess Needs & Resources

Polk United explored the community’s needs, resources, strengths, and assets.

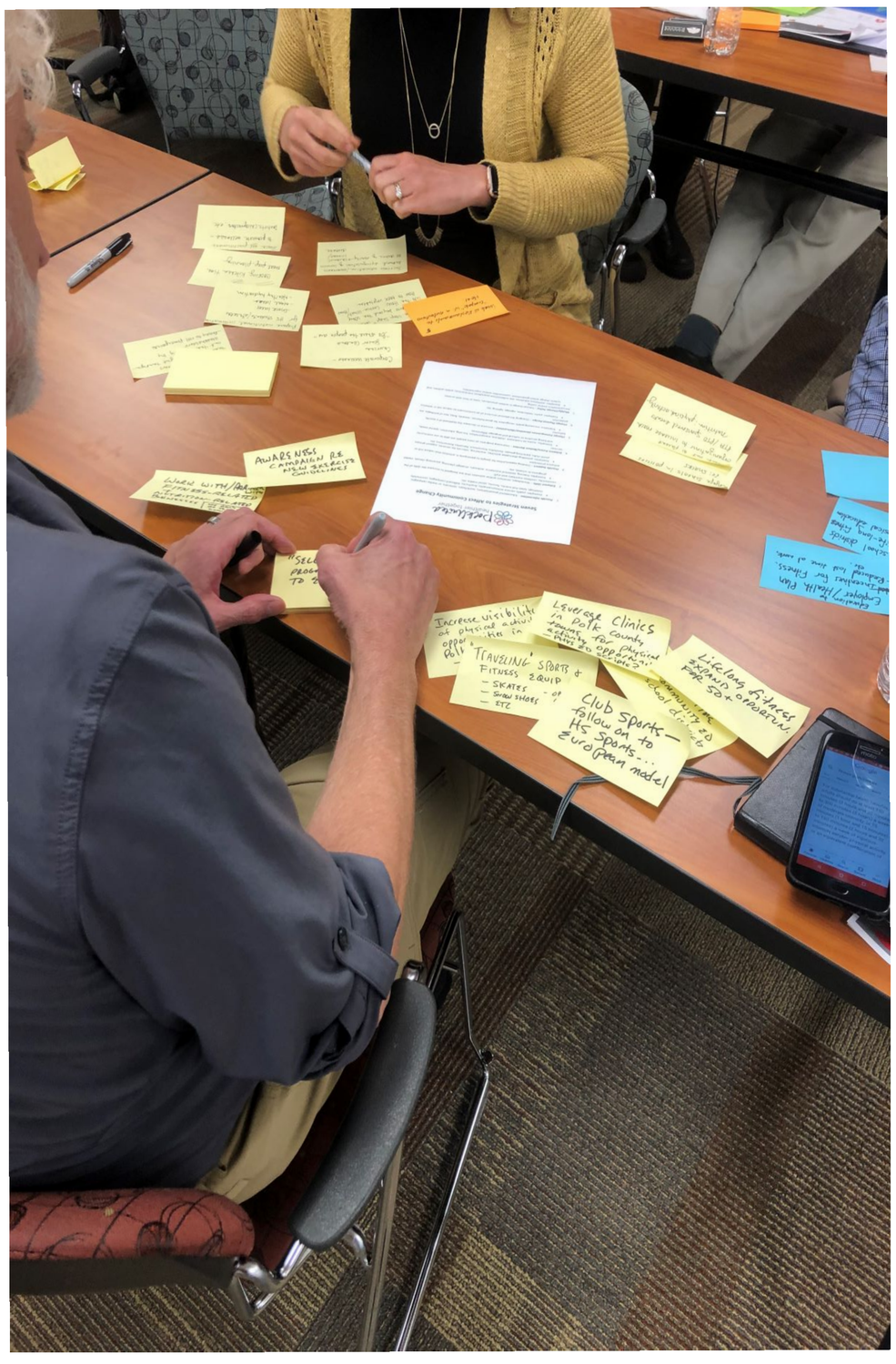
- After the 2019 Community Health Assessment was adopted in June 2019, Workgroups reviewed and discussed the health assessment data along with health priority areas and themes identified by community members during community health improvement meetings.
- At the November 2019 Leadership Team meeting the team used the County Health Ranking & Roadmaps Take Action Cycle to identify stakeholder groups that could be at the “table” for each action team to help carry out the goals of identified health priorities. The tools and ideas generated from this leadership meeting were shared at individual workgroup meetings to continue the conversation around stakeholder engagement.

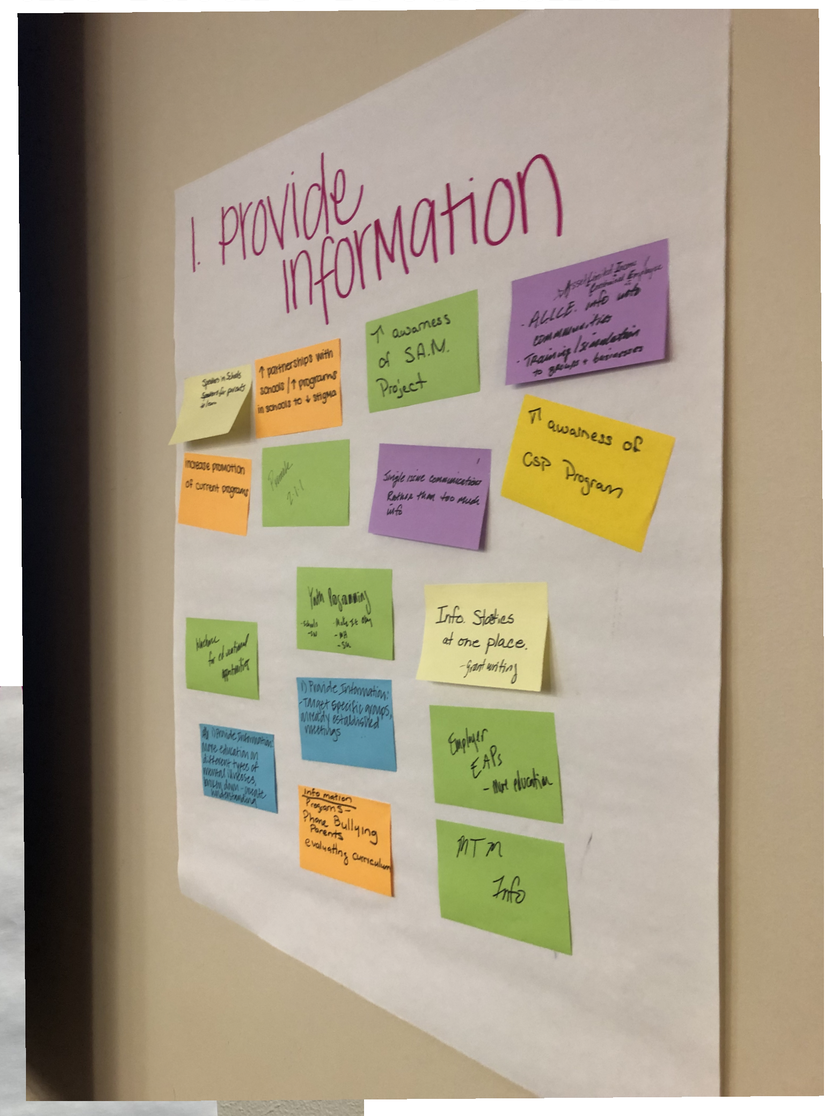
CHIP Process Continued

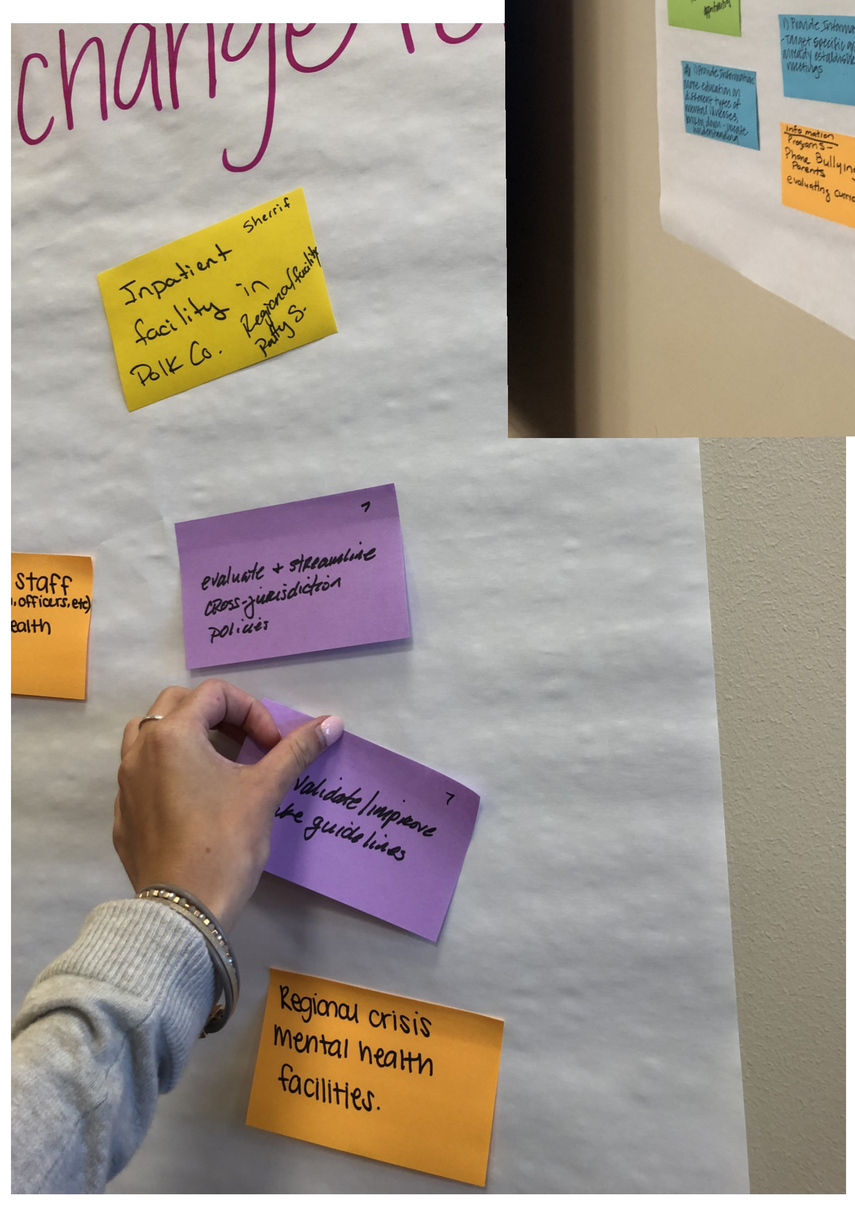
Focus on What's Important

The Polk United Leadership Team determined the most important issues to address in order to achieve the greatest impact on the identified health priorities.

- Existing Workgroups adopted the 2019 Community Health Assessment health priorities and committed to continued work.
- Workgroups reviewed their respective goals and objectives from the 2017 CHIP and discussed successes/challenges to guide the future focus and direction of the Workgroups.







Choose Effective Policies & Programs

Polk United chose effective strategies to align with goals and objectives based on evidence, community input, community assets and resources, health disparities and community readiness. Strategies were also chosen to align with state and national health plan goals.

- Workgroups reviewed 2019 CHA data, community assets and resources.
- Workgroups brainstormed goals and objectives then scored each brainstormed idea based on feasibility and impact. These scores help to narrow the groups focus on interventions that will have the greatest impact and those that the workgroup has the resources to implement.
- The coalition coordinator worked with workgroups to identify evidence-based strategies at all levels to effectively address health priorities. Strategies were gathered from "What Works for Health" and additional resources about evidence-based practice from the state and national health plans.
- Additional evidence-based policies and programs were explored based on feedback from workgroup members. Workgroups focused on the CADCA's (Community Anti-Drug Coalitions of America) Seven Strategies for Community Change, to modify the environment to make healthy choices available to all community members. By changing policies, systems and/or environments, Polk United will be able to better tackle the complex health issues identified by the community.
- Workgroups explored interventions that would affect disparate populations in our community: rural, and low-income residents. Using health data and assessment survey results and community partner input, workgroups had discussions around additional populations affected unequally by identified health priorities.

CHIP Process Continued

- Workgroups assessed the community's level of readiness through discussion of local efforts and their effectiveness, the extent to which appointed leaders and influential community members are supportive of the issue, community climate toward the issue, community knowledge about the issue, and resources available to support prevention efforts.

Act on What's Important

- Polk United workgroups defined what they want to achieve with each program or policy, and how they will achieve it.
- A work plan template was created to track progress on goals and objectives. The Leadership Team and workgroup chairs reviewed and provided feedback on this work plan. Each workgroup used the finalized work plan template to delineate how they will achieve their goals and objectives through clearly identified activities and action steps. (Sample plan attached in Appendix I.)
- Each workgroup work plan includes community health priority goals, measurable objectives, improvement strategies and activities, time frame, person(s) responsible, and indicators. These work plans will be used throughout the community health improvement plan timeline to track and share progress with the Leadership Team and community at-large.

Evaluate Actions

Polk United Workgroups identified measures available to monitor their progress over time.

- As workgroups continue to work together, they will use evaluation tools to assess community readiness for implementation of policies/programs, monitor results of implemented policies/programs, and evaluate policy/program outcomes.
- Polk United will review at least quarterly and update work plans to monitor the workgroups' progress toward achieving the goals and objectives that they have identified in the CHIP. The work plans are evolving documents and will be publicly accessible through the Polk United website. Partners, community organizations, and community members can track progress and provide input into areas of improvement. Polk United will document when the work plan has been reviewed and revised.

Communicate

Communication is an ongoing step in the Take Action Cycle. In addition to regular meetings, Polk United strives to have high levels of communication with members and partners.

- In September 2019, a work plan template was shared with the workgroup chairs.
- In November 2019, a draft of the CHIP was shared at the Leadership Team meeting. Members provided feedback to make the document more useful for them. Revisions were made to the CHIP based on this feedback.
- The updated CHIP and work plan template was shared at the December Polk United workgroup meetings. Additional edits were made based on feedback from Action Team co-chairs.
- The final CHIP is available online at www.polkunited.org and has been shared with community partners and the community-at-large.

Mental Health

Mental health refers to our emotional, psychological and social well-being, and how it relates to our ability to cope with the normal stresses of life. Poor mental health (aka mental illness) manifests itself in poor quality of life, higher rates of chronic disease, and shorter lifespan.

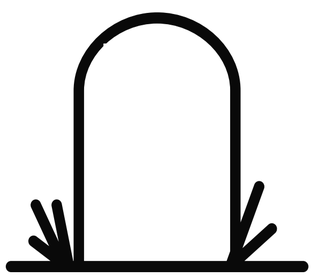
HEALTH PRIORITY #1

Polk County High School students that reported being bullied on school property

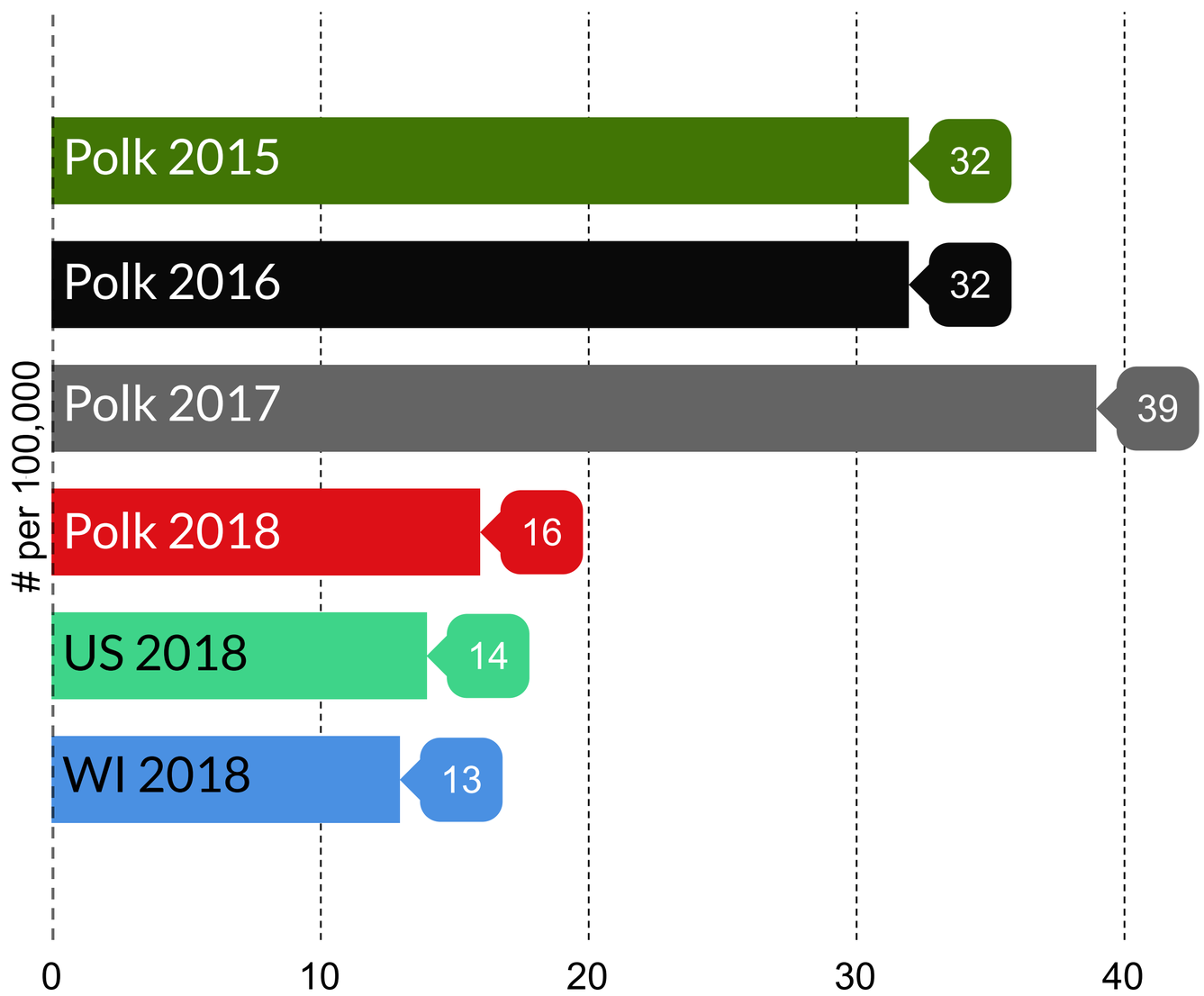
2015: **14%**
2017: **15%**
2017 WI: **21%**
2017 US: **19%**

Polk County High School students that reported they seriously considerd suicide in the last year

2015: **14%**
2017: **15%**
2017 WI: **10%**
2017 US: **17%**



Number of Suicides in Polk County per 100,000



Source: Polk County Medical Examiner, WISH

Community Health Needs Assessment Survey Data

Survey respondents that stated they have been told they have Depression/Anxiety

2015: **23%**
2018: **33%**

Percent of survey respondents that stated they felt sad/depressed 3 or more days per week

2015: **15%**
2018: **22%**

Survey respondents that stated they were doing nothing to address the problem

2015: **26.9%**
2018: **14%**

Goals and Objectives

Overall Goals:

1. Decrease the number of people that have done nothing to address their thoughts of suicide in the last 12 months from 14% to 12% as measured by the CHA Survey

Objectives:

- Provide Information by distributing the Mental Health Task Force community resource brochure, hold mental health awareness events and suicide awareness walk
- Enhance Skills by providing MHFA, QPR, and ACE's trainings throughout the county
- Provide Support by providing psychosocial support groups for students who have been identified as needing support through screenings
- Enhance Access by providing mental health screenings to high school students in Polk County and pilot screenings for middle schools students
- Change Consequences by exploring a suicide prevention plan
- Change the Physical Design of the community by participating in and promoting the "Make It OK" campaign to reduce stigma
- Modify/Change Policy by exploring policies that will impact mental health

Evidence Based Practices to be implemented:

1. MHFA (Mental Health First Aid) Trainings
2. ACE's (Adverse Childhood Experiences) Trainings
3. QPR (Question, Pursuade, Refer) Trainings
4. Make It Ok Campaign/Trainings

Mental Health

	Polk County								
	HP2020 Goal	2015	2016	2017	2018	Trend	WI	US	Source(s)
# of Suicides	n/a	14	14	17	7		862	47,173	Polk County Medical Examiner https://www.cdc.gov/injury/wisqars/nvdrs.html Wisconsin Interactive Statistics on Health (WISH)
Suicide Rate (per 100,000) Calculated based on suicide numbers	10.2	32	32	39	16		14	13.3	Polk County Medical Examiner National Vital Statistics System- Mortality Wisconsin Interactive Statistics on Health (WISH)
% of HS Students Seriously Considering Suicide in the Last Year	n/a	14%	n/a	15%	n/a		10%	17.20%	National Youth Risk Behavior Survey Wisconsin State Youth Risk Behavior Survey
% of high school students who felt so sad or hopeless almost every day for two weeks or more in a row that they stopped doing some usual activities	n/a	27%	n/a	24%	n/a		20%	31.50%	Wisconsin State Youth Risk Behavior Survey https://dpi.wi.gov/sspw/yrbs
% of Students Who Attempted Suicide Once in the Last 12 Months	n/a	5%	n/a	2%	n/a		4%	31.50%	Wisconsin State Youth Risk Behavior Survey https://dpi.wi.gov/sspw/yrbs National Youth Risk Behavior Survey
# of QPR Trainings	n/a	n/a	n/a	n/a	36%		n/a	n/a	See MHTF
# of People Trained in QPR	n/a	n/a	n/a	n/a	875		n/a	n/a	See MHTF
# of Make it Ok Events Held	n/a	n/a	n/a	n/a	n/a		n/a	n/a	See MHTF & Polk County Behavioral Health
# of People Trained as Ambassadors for Make it Ok	n/a	n/a	n/a	n/a	n/a		n/a	n/a	See MHTF & Polk County Behavioral Health
# of Zero Suicides Trainings	n/a	n/a	n/a	n/a	n/a		n/a	n/a	See MHTF & Polk County Behavioral Health
# of People that Attened Zero Suicides Trainings	n/a	n/a	n/a	n/a	n/a		n/a	n/a	See MHTF & Polk County Behavioral Health

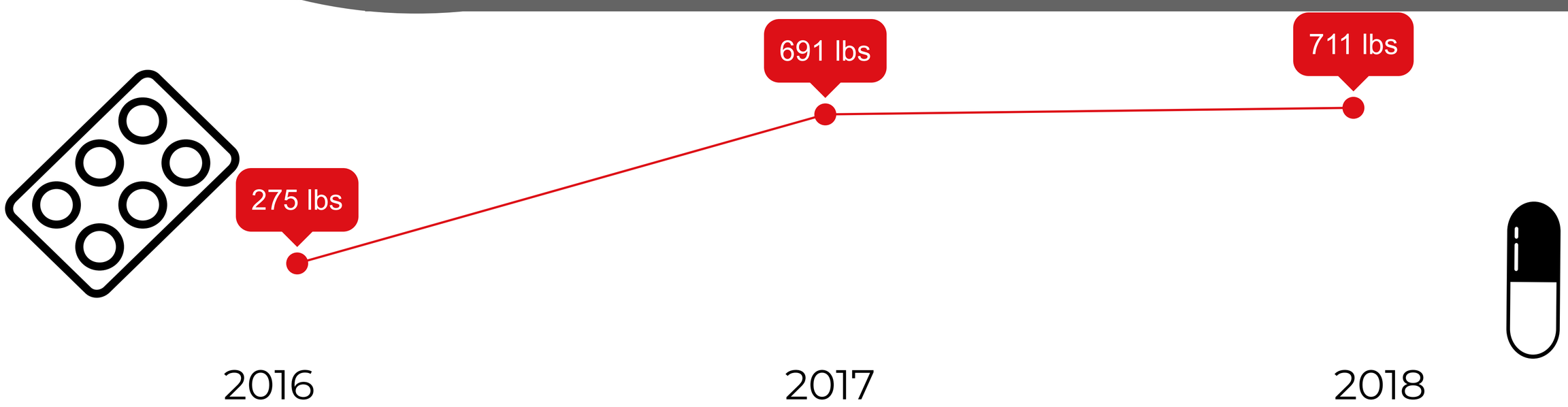
Mental Health

Polk County									
	HP2020 Goal	2015	2016	2017	2018	Trend	WI	US	Source(s)
# of ACEs Trainings	n/a	n/a	n/a	n/a	24		n/a	n/a	See MHTF & Polk County Behavioral Health
# of people Trained in ACEs	n/a	n/a	n/a	n/a	749		n/a	n/a	See MHTF & Polk County Behavioral Health
# of Students screened at school	n/a	n/a	n/a	n/a	240		n/a	n/a	See MHTF & Polk County Behavioral Health
# of Families Contacted with follow up from y Screen	n/a	n/a	n/a	n/a	60		n/a	n/a	See MHTF & Polk County Behavioral Health
% of HS Students Who Have Been Bullied on School Property in the Past Year	n/a	30%	n/a	28%	n/a		21%	19%	Wisconsin State Youth Risk Behavior Survey https://dpi.wi.gov/sspw/yrbs
% of HS Students Who Agree that Harassment and Bullying is a problem at Their School	n/a	41%	n/a	38%	n/a		33%	n/a	Wisconsin State Youth Risk Behavior Survey https://dpi.wi.gov/sspw/yrbs

Substance Use

Substance abuse is the harmful use chemicals, including psychoactive drugs, alcohol, prescription medications, and huffing. Substance abuse can lead to dependence syndrome (a negative behavioral, cognitive and physiological phenomena) and social decline.

HEALTH PRIORITY #2



Pounds of Prescription drugs collected at permanet drop box locations

Opioid related hospital discharges

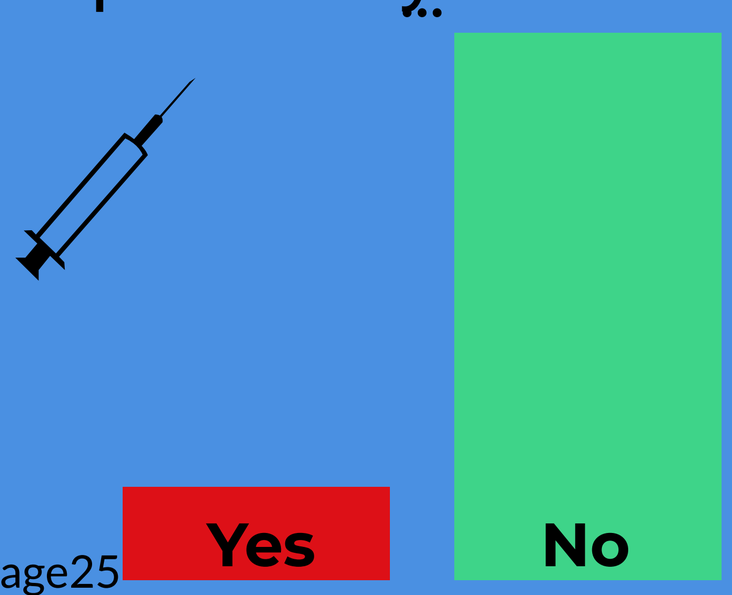
2016: **69**
2017: **106**
2018: **275**

% Motor vehicle crashes involving alcohol

2016: **6%**
2017: **9%**
2018: **11%**

Community Health Needs Assessment Survey Data

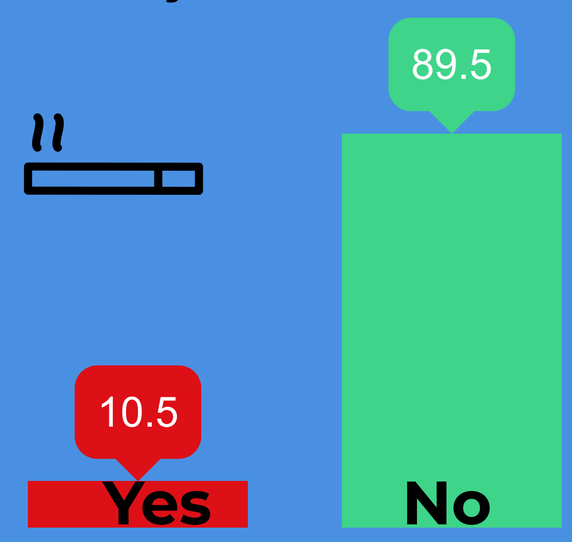
Have you or your family been negatively impacted by meth use



2015: **10%**
2018: **8%**

During the past 30 days survey respondents stated they had 5+ drinks (Male) 4+ drinks (Female) in a sitting on a weekly basis.

Have you or your family been Negativly impacted by Marijuana Use



Goals and Objectives

Overall Goals:

1. Reduce binge drinking from 25% to 23% 'in the last month' as measured by the CHA Survey

2. Reduce the percent of individuals or families negatively impacted by meth use from 14.9% to 12% as measured by the CHA Survey

Objectives:

- Provide Information by sharing information with parents, elected officials, law enforcement, schools, business etc.
- Enhance Skills by assisting coalition members and partners in attending trainings
- Provide Support by working with Criminal Justice Collaborating Council (CJCC) to host more aftercare activities for those in recovery
- Reduce Access to Tobacco, Alcohol and Prescription Drugs (Rx Drugs)
- Change Consequences by helping retailers stay in compliance by using trainings instead of fines and by educating youth for first time offenses rather than using fines
- Change the Physical Design of the community by changing the alcohol environment at community festivals
- Modify/Change Policy in schools and municipalities

Evidence Based Practices to be implemented:

1. Compliance Checks for Alcohol and Tobacco
2. Proper Drug Disposal Programs – Rx Drop Boxes
3. Universal school-based prevention programing
4. Alcohol Advertising Restrictions
5. Responsible Beverage Server Training

Alcohol and Drug Use

Polk County

	HP2020 Goal	2015	2016	2017	2018	Trend	WI	US	Source(s)
% of HS students Who Reported Having Their First Drink of Alcohol Before 13-Male	n/a	20%	n/a	16%	n/a		18%	18.20%	Wisconsin State Youth Risk Behavior Survey dpi.wi.gov/sspw/yrbs CDC: National Youth Risk Behavior Survey
% of HS students Who Reported Having Their First Drink of Alcohol Before 13-Female	n/a	15%	n/a	13%	n/a		13%	12.80%	Wisconsin State Youth Risk Behavior Survey dpi.wi.gov/sspw/yrbs CDC: National Youth Risk Behavior Survey
% of Motor vehicle Crashes involving Alcohol	n/a	n/a	6%	9%	11%		n/a	n/a	WI Department Of Transportation
# of Opioid Related Hospital Discharges	n/a	n/a	69	106	275		18.4	20.8	Polk County Sherriffs Department
% of Reports that were Screened in by the Children and Family Services Department Involved AODA	80%	n/a	40%	50%	30%		n/a	n/a	Polk County Department of Children and Families
Pounds of Prescription Drugs collected at Take Back Program/Events	n/a	92	275	691	711		n/a	n/a	Polk County Sherriffs Department
# Juvenile Arrests for Liquor Law Violations	n/a	5	7	5	6		n/a	n/a	Polk County Sherriffs Department
# Juvenile Arrests for Operating While Intoxicated	18	20	23	20	21		18.4	20.8	Polk County Sherriffs Department
% of High School Students Who Report Using Prescription Drugs Without A Doctor's Prescription	80%	57	66	73	75		n/a	n/a	Wisconsin State Youth Risk Behavior Survey dpi.wi.gov/sspw/yrbs
% of High School Students Who Report Trying Marijuana in the Last 30 Days	6%	13%	n/a	9%	n/a		16%	18.40%	Wisconsin State Youth Risk Behavior Survey dpi.wi.gov/sspw/yrbs
% of deaths attributed to chronic liver disease and cirrhosis	n/a	n/a	0.87%	1%	1.29%		n/a	n/a	Wisconsin Interactive Statistics on Health (WISH)
% of HS Students that Reported Driving a Car or Other Vehicle During the Last 30 Days when they had been Drinking	n/a	n/a	n/a	2%	n/a		n/a	n/a	Wisconsin State Youth Risk Behavior Survey dpi.wi.gov/sspw/yrbs
% of HS Students that reported riding in a car or other vehicle driven by someone who had been drining alcohol at least one time in the last 30 days	n/a	n/a	n/a	20.2	n/a		n/a	n/a	Wisconsin State Youth Risk Behavior Survey dpi.wi.gov/sspw/yrbs

Tobacco

Polk County

	HP2020 Goal	2015	2016	2017	2018	Trend	WI	US	Source
% of HS Students that Reported Using Tobacco Related Products-Chewing tobacco, snuff, or dip (males only)	n/a	11%	n/a	11%	n/a		9.80%	8.90%	Wisconsin State Youth Risk Behavior Survey dpi.wi.gov/sspw/yrbs CDC: Youth Risk Behavior Survey
% of HS Students that Reported Using Cigarettes	16%	12%	n/a	9%	n/a		7.80%	8.80%	Wisconsin State Youth Risk Behavior Survey dpi.wi.gov/sspw/yrbs CDC: Youth Risk Behavior Survey
% of HS Students that Reported Using E-Cigarettes	n/a	16%	n/a	10%	n/a		11.60%	13.20%	Wisconsin State Youth Risk Behavior Survey dpi.wi.gov/sspw/yrbs CDC: Youth Risk Behavior Survey
% of Licensed Tobacco Retailers who Sold Tobacco to Minors	5%	9%	16%	9%	23%		11.80%	9.80%	Wisconsin Wins - http://wiwins.org Substance Abuse and Mental Health Services Administration
% of Mothers that smoked during pregnancy	n/a	n/a	21%	18%	16%		13%	10%	Vital Records CDC (Pregnacy Risk Assessment and Monitoring System) County Health Rankings

Nutrition and Physical Activity

Good nutrition is the intake of food that positively addresses the body's dietary needs. Physical activity helps keep the body in good physical condition. Poor nutrition and physical inactivity produce overall poor health and are major contributors to obesity and chronic diseases such as diabetes, heart disease and stroke.

HEALTH PRIORITY #3

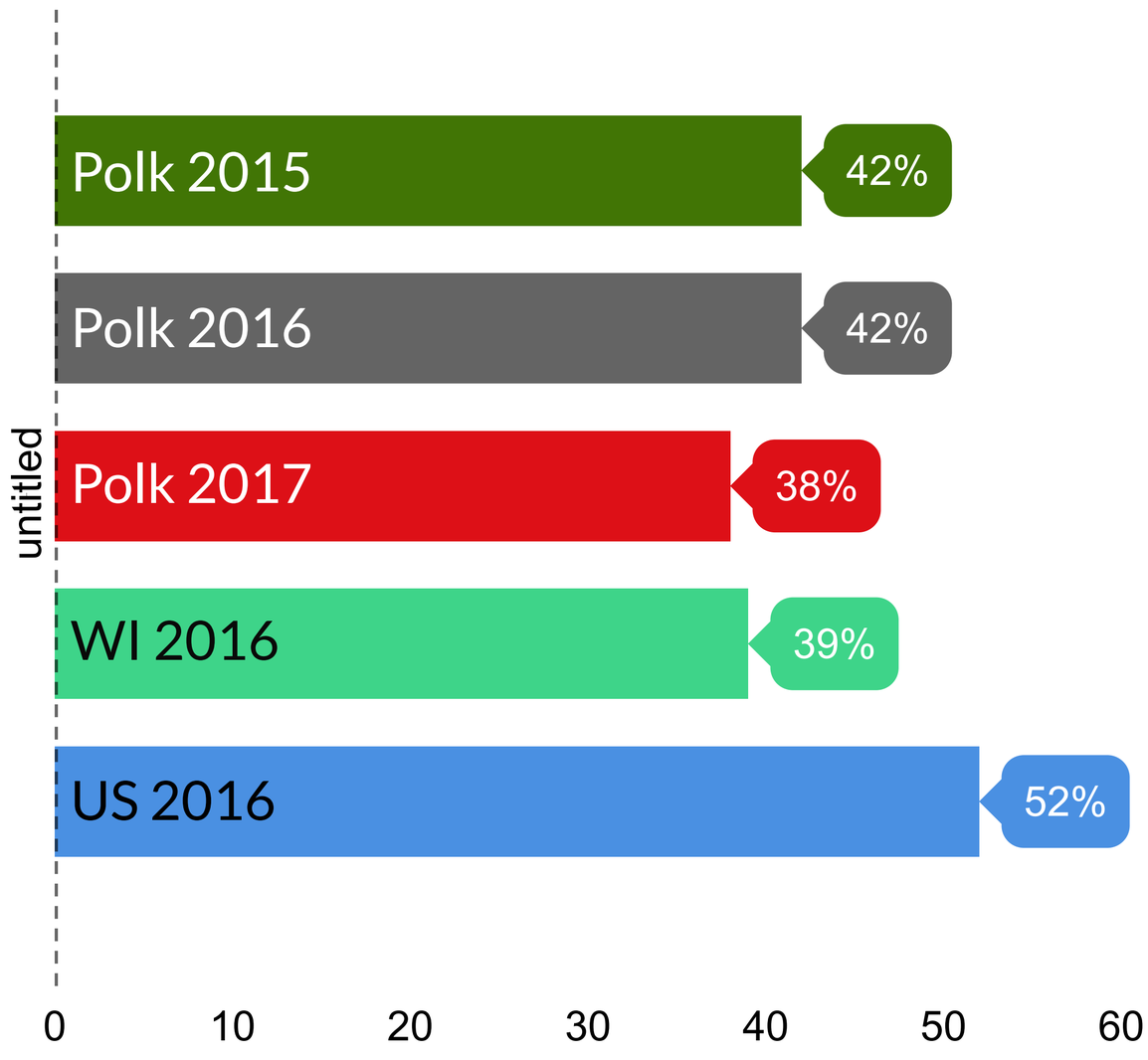
Polk County High School students that reported getting 60 minutes of physical activity 5 or more days a week

2015: **56%**
2017: **63%**

Percent of babies breastfeed at or before discharge

2015: **83%**
2016: **86%**

Percent of students eligible for free and reduced lunch at school



Community Health Needs Assessment Survey Data

Survey Respondents that said they were slightly or very overweight

2015: **60%**
2018: **66%**

Survey respondents that stated they ate 3 or more servings of fruits and vegetables each day

2015: **48%**
2018: **37%**

Survey respondents that stated they exercised at least 30 minutes a day, 3 or more days a week

2015: **49%**
2018: **42%**

Goals and Objectives

Overall Goals:

1. Increase the consumption of fruit and vegetable servings of 3 or more per day from 37% to 40% as measured by the CHA Survey

2. Increase physical activity to 150 minutes per week to 45% as measured by the CHA Survey

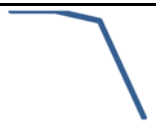
Objectives:

- Provide Information on healthy eating through "Harvest of the Month" initiatives
- Provide Information through an informational campaign regarding new physical activity guidelines from the U.S. Department of Health & Human Services
- Enhance Skills through gardening education classes provided throughout the county
- Enhance Skills through exercise classes provided throughout the county
- Enhance Access to vegetables through the "Veggie Rx" program
- Enhance Access to and increase use of Polk County trails through the promotion of the polkcountyonthemove.org website

Evidence Based Practices to be implemented:

1. Harvest of the Month
2. Gardening Interventions to Increase Vegetable Consumption among Children
3. Expansion and Promotion of Farmers Markets through the Power of Produce Program

Nutrition

Polk County									
	HP2020 Goal	2015	2016	2017	2018	Trend	WI	US	Source(s)
% Free and Reduced Lunches at School	n/a	42%	42%	38%	n/a		n/a	n/a	Wisconsin State Youth Risk Behavior Survey https://dpi.wi.gov/sspw/yrbs
% of HS Students reported going hungry because there was not enough food in their house during the last 30 days	n/a	n/a	n/a	25%	n/a		n/a	n/a	Wisconsin State Youth Risk Behavior Survey https://dpi.wi.gov/sspw/yrbs
% of babies ever breastfed	81.90%	n/a	n/a	n/a	n/a		82.20%	83.20%	cdc.gov/breastfeeding/data/reportcard.htm

Physical Activity

Polk County									
	HP2020 Goal	2015	2016	2017	2018	Trend	WI	US	Source(s)
% HS Students Reporting at Least 60 Minutes of Physical Activity 5 or More Days/Week	n/a	56%	n/a	63%	n/a		48.75	46.50%	Wisconsin State Youth Risk Behavior Survey https://dpi.wi.gov/sspw/yrbs CDC: Youth Risk Behavior Survey
Number of Polk County On The Move views (website started in 2018; data March-December 2018)	n/a	n/a	n/a	n/a	2135		n/a	n/a	Polk United NPA Workgroup
% of HS Students Who Participated in Physical Education Classes on All 5 Days/Week	n/a	n/a	n/a	n/a	n/a		36.90%	29.90%	Wisconsin State Youth Risk Behavior Survey https://dpi.wi.gov/sspw/yrbs CDC: Youth Risk Behavior Survey

Acknowledgements

Thank you to all the individuals and oganizations involved in Polk United for dedicating thier time and expertise to make this 2019 Community Health Improvement Plan a reality.

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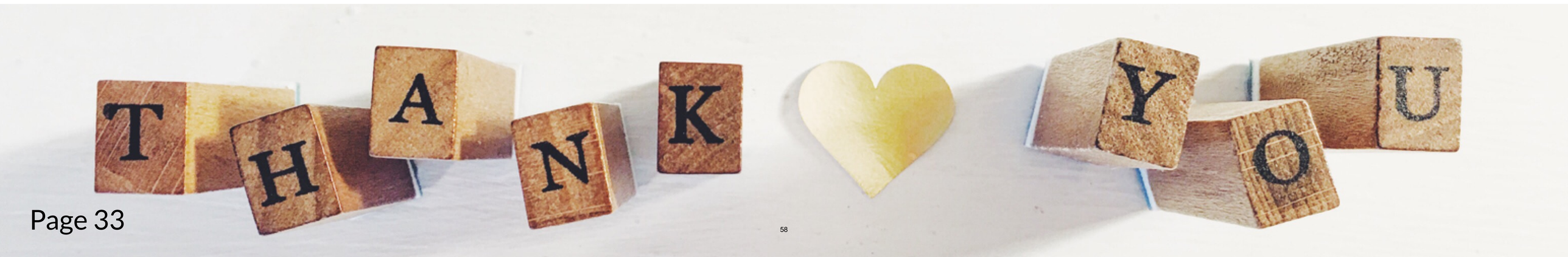
- **AND MANY MORE!**



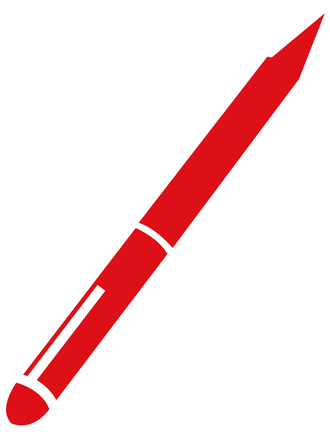
Get Involved!

Join a workgroup - workgroups meet monthly to move forward the goals of the health priorities.

- Substance Use - megan.krieglmeier@co.polk.wi.us
- Mental Health - mail@mentalhealthpolk.org
- Nutrition and Physical Activity - AndreaS@co.polk.wi.us or donald.wortham@ces.uwex.edu

Read our Leadership Team and workgroup meeting minutes to see what is going on!

- Find them on the website at www.polkunited.org

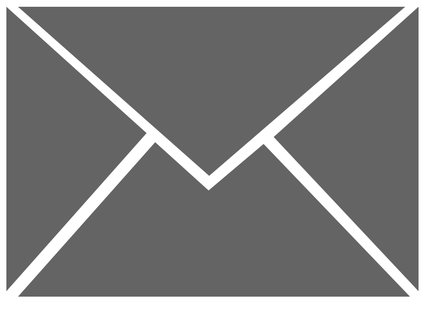


Take action to improve the health of Polk County!

- Write a letter to the editor
- Contact your state and local policy makers
- Think about how your organization could be involved with Polk United

Not sure how to be involved?
Contact the Polk United Coalition Coordinator Elizabeth Hagen at:

- elizabeth.hagen@co.polk.wi.us
- 715-485-8500



Appendix I

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Problem: Poor Mental Health in Polk County

Target Population: Youth and Adults

Resources:

- Health Department Staff
- Area Hospital Staff
- Mental Health Task Force of Polk County
- Business Owners
- School Staff
- United Way St. Croix Valley Staff
- Volunteers

Activities:

1. Mental Health First Aid Classes
2. QPR Classes
3. ACE's Trainings
4. Student Screenings
5. "Make It OK" Campaign
6. SAM Project

Outputs/Short-Term Outcomes:

1. # classes
   # of Attendees
2. # classes
   # of Attendees
3. # trainings
   # of Attendees
4. # of students screened
   # of students given follow-up support
5. # presentations
   # of Attendees
6. # presentations
   # of Attendees

Long Term Outcomes:

Decrease the number of people that have done nothing to address their thoughts of suicide in the last 12 months from 14% to 12% as measured by the CHA Survey.

Problem: Binge Drinking in Polk County

Target Population: Youth and Adults

Resources:
- Health Department Staff
- Funds from Substance Use Block Grant
- Law Enforcement Staff
- CJCC Staff
- District Attorney
- Civic Leaders
- Business Owners
- Sheriffs Department

Activities:
1. Alcohol Compliance Checks
2. "Talk They Hear You" Campaign
3. Town Hall Events
4. Monthly Press and Social Media
5. DITEP Training
6. Prevention Curriculum
7. Safe Serve Class
8. Changes in Town Festival Policies
9. Advertising

Outputs/Short-Term Outcomes:
1. Sales Rate
   # of Checks Completed
2. YRBS Perception of Harm
3. # of Attendees
   # of Events Held
4. # of Press Releases
   # of Likes
   # of Shares
   # of posts
5. # of Attendees
   # of Trainings Held
6. # of Classes
   # of Attendees
7. # Trained
   # of Classes Held
8. # of Policies Updated/Chagend
9. # of Advertising restriction ordinances passed

Long Term Outcomes:

1. Adult binge drinking rate will be reduced to 23% as measured by the CHA Survey.

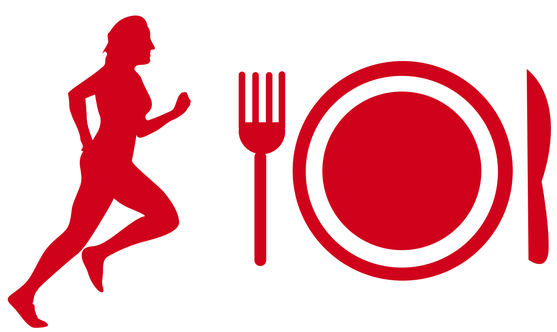
2. Youth binge drinking rate among high school students will be reduced to 11% measured by the YRBS Survey

Problem: Obesity in Polk County

Target Population: Youth and Adults

Resources:
- Health Department Staff
- Area Hospital Staff
- University of Wisconsin Extension Staff
- United Way St. Croix Valley Staff
- Business Owners
- School Staff
- Farmers Markets
- Volunteers

Activities:
1. Harvest of the Month (HOM) Campaign
2. Polk County Moves (PCM) Campaign
3. Gardening Education
4. Monthly Press and Social Media
5. Exercise Classes
6. Veggie Rx Program



Outputs/Short-Term Outcomes:
1. # of materials distributed
2. # of materials distributed
   # of polkcountyonthemove.org website visits
3. # of classes
   # of attendees
4. # of Press Releases
   # of Likes
   # of Shares
   # of posts
5. # of classes
   # of attendees
6. # of veggie Rx programs in the county
   # of veggie Rx distributed

Long Term Outcomes:

1. Increase the consumption of fruit and vegetable servings of 3 or more a day from 37% to 40% as measured by the CHA Survey

2. Increase physical activity to 150 min a week to 45% as measured by the CHA Survey

Appendix II

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CHIP Mental Health Workgroup
Revision Date:

Goal 1: Provide Information

Objectives	Activities (how will you accomplish it?)	Individual or Group Responsible	Due Date

Goal 2: Enhance Skills

Objectives	Activities (how will you accomplish it?)	Individual or Group Responsible	Due Date

Goal 3: Provide Support

Objectives	Activities (how will you accomplish it?)	Individual or Group Responsible	Due Date

Goal 4: Enhance Access Reduce Barriers

Objectives	Activities (how will you accomplish it?)	Individual or Group Responsible	Due Date

Goal 5: Change Consequence (Incentive/Disincentive)

Objectives	Activities (how will you accomplish it?)	Individual or Group Responsible	Due Date

Goal 6: Change Physical Design (Environment)

Objectives	Activities (how will you accomplish it?)	Individual or Group Responsible	Due Date

Goal 7: Modify/Change Policy

Objectives	Activities (how will you accomplish it?)	Individual or Group Responsible	Due Date

Objectives: Answers the question - what do you want / need to accomplish? Objectives should be written using a SMART format (specific, measurable, achievable, realistic, and timely).
Activities: Answers the question – which specific actions / benchmarks need to be accomplished in order to successfully complete the objective?
Individual or Group Responsible: Answers the question of who will be the lead for assuring the objective is accomplished? While this might come from a team or committee, a person should always be named, not a team.
Due Date: Answers the question - When do you expect to complete the objective?

Developed By: _____ Date: _____

Reviewed By: _____ Date: _____