



**ROCK COUNTY**  
WISCONSIN

# **2024 – 2027 STRATEGIC PLAN**

*March 23, 2023*

*Amended April 11, 2024*

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## Executive Summary

Rock County, population 163,687 (2020 Census), is a political subdivision of the State of Wisconsin. Rock County is comprised of six cities, three villages, 20 towns, and multiple unincorporated hamlets. The county's cities include Janesville, Beloit, Edgerton, Milton, Evansville, and Brodhead. The City of Janesville serves as the County seat, is in the County's central portion, and is the largest municipality in the County with a population of 65,615 in 2020. The County's Villages include Clinton, Orfordville, and Footville.

Rock County operates under the Board / Administrator form of County government. The elected Rock County Board of Supervisors (29) is the legislative authority. The County currently has approximately 1,600 full and part time employees (1,357 Full Time Equivalents) and an annual budget of \$212 million. The County Administrator, who reports to the County Board, has a wide range of responsibilities, including preparation of the annual budget. Elected officials serving Rock County include the Clerk of Circuit Court, County Clerk, County Treasurer, District Attorney, Register of Deeds, Sheriff and seven (7) Circuit Court Judges comprising the 5th Judicial Circuit. Rock County provides a wide range of programs and services to its citizens, including public safety, human services, health, public works, conservation, and development. Additional Rock County facilities include the Fairgrounds, Southern Wisconsin Regional Airport and more than 1,000 acres of park land. Rock County also owns the land and buildings for University of Wisconsin – Whitewater at Rock County.

In 2021, Rock County conducted an organizational excellence study which included a series of recommendations focused on the need to develop an organization-wide strategic plan that supports and guides the county's future. As a result, the county promptly sought out professional services to assist with the development of a strategic plan. Following an extensive proposal evaluation process, Baker Tilly was engaged to work in collaboration with County Supervisors, elected officials, and department leadership to develop the county's first strategic plan.

Strategic planning is a product of strategic thinking, which should occur not only in periodic planning exercises such as the one just completed, but on a continuous basis. Strategic thinking and planning occur at the highest levels of the organization but should not stop there. It must cascade to lower levels of the organization and directly drive decision making at the operational level. The intentions of strategic planning should be to identify and prioritize the core purposes of the organization and the most important attributes of success.

Therefore, the strategic planning process was designed as an exercise in collective foresight, wherein the county's leaders collaborated to clarify what long-term strategic success looks like in the light of the conditions the county faces today and expects to face in the future. This strategic planning project included a variety of activities, such as:

- Coordinate discussions with various stakeholders to develop an understanding of the potential opportunities the county could capitalize on in the future.
- Engage and collaborate with internal and external stakeholders to assess the current state of the county to build upon existing strengths.
- Facilitate a planning workshop to identify the county's vision, mission, and future priorities.
- Establish a set of goals and objectives intended to help guide the county through the next five years.

## Mission, Values, and Vision

One of the key objectives of the County Administrator's Office to ensure the County operates in accordance with the County's Mission, Values, and Vision. Adopted by the County Board in Resolution 09-9A-363, amended in Resolution 17-9A-350, and incorporated within Policy 1.03 in the Rock County Administrative Policy and Procedure Manual, the Rock County Mission Statement, Core Values, and Vision are as follows:

### *Mission*

To enhance the quality of life, health, safety, and trust of all citizens by providing top quality public services through a creative and responsive team committed to excellence, integrity, accountability, and respect.

### *Core Values*

Honesty – Integrity – Respect

### *Vision*

- SERVICE to the public is our fundamental reason for being. We strive to treat citizens with courtesy and as valued customers.
- COOPERATION among our staff and departments creates a smooth-running organization. These collaborative attitudes and efforts are reflected in our working relationships with other public entities, the business community, nonprofit organizations, and citizens.
- DILIGENCE is the foundation of our work ethic. We challenge and inspire all staff to be efficient and effective in carrying out day-to-day tasks and activities.
- ACCOUNTABILITY is vital to maintaining public trust. We ensure accountability for our actions by adopting and enforcing policies, procedures, and processes that withstand the test of public review and scrutiny.
- FISCAL RESPONSIBILITY is fundamental to the way we conduct business. We maximize our human, physical, and financial resources to provide effective stewardship of public funds.
- COMMUNICATION and an informed citizenry are essential to the democratic process. We are committed to providing citizens with relevant, accurate, and timely information about our goals, services, and the decisions that will affect the public.
- INNOVATION and creativity shape our future. We encourage staff to challenge the status quo and discover new ideas or better methods. We foster staff development to respond to changing needs in our community.
- SAFETY is critical to a high standard of living. We protect the citizenry through prevention, early intervention, treatment services, and enforcement of the law.
- ENVIRONMENT is central to our community. Preservation of our natural environment ensures that generations to come will enjoy the resources we value and preserve. Caring for our social environment ensures that community remains a vital part of our culture.
- DIVERSITY AND INCLUSION - Rock County commits to a diverse workforce that increases creativity and provides a safe, inclusive, and motivating environment for all employees, citizens, and those we serve. Rock County promotes a workplace that provides respect, fairness, and work-life balance; maintains opportunities for all to excel in their careers; and is void of discrimination and prejudice.

## Internal Stakeholder Engagement

Industry best practices and Rock County leadership agree that a strategic plan is only as good as the information used to prepare it, and that, for there to be acceptance of and buy in for the plan, it is necessary to have stakeholder outreach and engagement along the way. Thus, this step comes early in the process. After collaborating with County staff on an engagement plan, the strategic plan project team conducted both internal stakeholder engagement efforts.

The strategic plan project team conducted individual interviews with all 29 County Supervisors and 23 elected or appointed department heads. These occurred primarily in person, though some occurred via phone or video call. Following the conversations with the County Supervisors, elected and appointed officials, and department heads, the project team synthesized the results to identify common themes surfaced during the discussions. The common themes identified are as followed:

- Mental health assistance and addiction service offerings is lacking within the county and there is a major need for it.
- Employee recruitment, hiring, and performance review practices should be updated.
- County supervisors have been fiscally responsible.
- County staff is effective and responsive.
- Internal and external communication needs improvement.

Additionally, the results of the interviews also revealed some insight into some of the County's current successes, strengths, and opportunity areas for improvement.

The specific areas identified during the interviews are as followed:

### *Successes and Strengths*

- County supervisors and staff have been fiscally responsible.
- County staff is effective and responsive.
- Collaboration with municipal government and external non-profits is strong.
- The County is committed to diversity, equity, and inclusion.
- Economic development opportunities continue to be positive.
- Parks and recreation activities are high quality.

### *Improvement Opportunities*

- Mental health assistance, addiction, and homelessness service offerings are lacking within the County, despite the major need.
- Review and update employee recruitment, hiring, and performance review practices.
- Explore performance-based pay for employees.
- Improve both internal and external communication.
- Reduce the extent to which County departments operate within silos.
- Educate residents about how county government operates.
- Streamline the employee and elected official on-boarding process.

## Summary of External Outreach

### *Community Survey*

Finally, as a part of the strategic planning process included opportunities for the County to listen and learn from resident input and feedback. To move Rock County in a positive direction, it is critical to understand what resident's value and what they want the County to prioritize. To gather this feedback from residents and workers, the County launched a Resident Survey in both English and Spanish. Survey results, as well as responses from the community focus groups help show what residents most value and prioritize.

Here is a high-level summary of the results of the survey:

Survey Response Summary	
Total Responses	802
Respondent's Age	Between 36 and 75
Respondent's Years Residing in Rock County	More than 25 Years
Average Employment Status	Full Time
Employer Location	Beloit or Janesville

Here is a summary of common themes found in the survey:

#### **Resident Priorities:**

- Respondents' top priority was Criminal Justice & Community Safety. Many respondents simply put "Crime" or "Safety" as their top priority, while others specifically called out school safety, drugs, the court system, and dangerous driving.
- Respondents' second priority was County Services. This category was considerably broader, though over 85% of the responses in this category prioritized roads and infrastructure; transportation availability and accessibility; and utilities, public services, and broadband. Other responses touched on social services provided by the County (including to the homeless population) and the Fairgrounds.
- The Criminal Justice & Community Safety and County Services categories combined comprised roughly half of all Resident Priority responses. Other categories that were found include:
  - o Specific populations & inclusion, which consists of child, youth, and family needs, including childcare, schools, and child welfare; nursing home and senior needs; and diversity, equity, and inclusion concerns more generally.
  - o Voting, freedoms, and county spending & transparency
  - o Housing affordability and availability
  - o Physical and mental health
  - o Quality of life
  - o Agriculture, land use, environment, and energy
  - o County operations
  - o A small other category

*Please see Appendix A for a more detailed summary of the Public Survey results.*

### *Community Focus Groups*

During the external stakeholder engagement phase, the Baker Tilly team facilitated discussions with approximately 40 community stakeholders through focus group sessions. During the various conversations some common themes about the County were revealed. Here is a summary of the common themes from the community focus group sessions:

#### **Health and Human Services**

- Access to health care needs to improve.
- Crisis prevention services is lacking.
- Available parks and recreational activities are strong.
- Addiction awareness and prevention offerings are scarce.
- Major need for mental health and detox facility.

#### **Community and Social Group**

- Lack of safe and affordable housing opportunities.
- Access to affordable daycare needs to improve.
- Increased crisis prevention and intervention.
- Immediate need for rental assistance.
- Positive improvements to youth development programs.
- Student and educational connections trend in a positive direction but need continued investment.
- County government often operates in silos.

#### **Public Safety and Emergency Management**

- Jail in-take process needs improvements.
- Great relationship with the Sheriff's Office.
- Increased crisis response officers.
- Communication is often lacking.
- Opportunities for joint trainings.

#### **Public Works, Transportation, and Infrastructure**

- County-wide transit offerings, but particularly between Beloit and Janesville.
- Door to door transportation services for residents 55 and older.
- Construction updates and communications lacking.
- County roles and responsibilities not always clearly defined.
- Collaboration between County and municipalities not effective.

#### **Businesses and Workforce**

- Attracting and retaining employees to Rock County is a challenge.
- Property taxes and cost of living is too high in comparison to service offerings.
- Lack of available to affordable and temporary housing.
- Diversity within business community is low.
- Access to daycare is limited.

#### **Agricultural Sustainability and Land Conservation**

- Water quality issues are a concern.
- The County has grown significantly but managed to maintain agricultural land well.
- Urban sprawl is a concern.
- County government staff are considered a strong partner.
- Improvements needed to County fairgrounds.

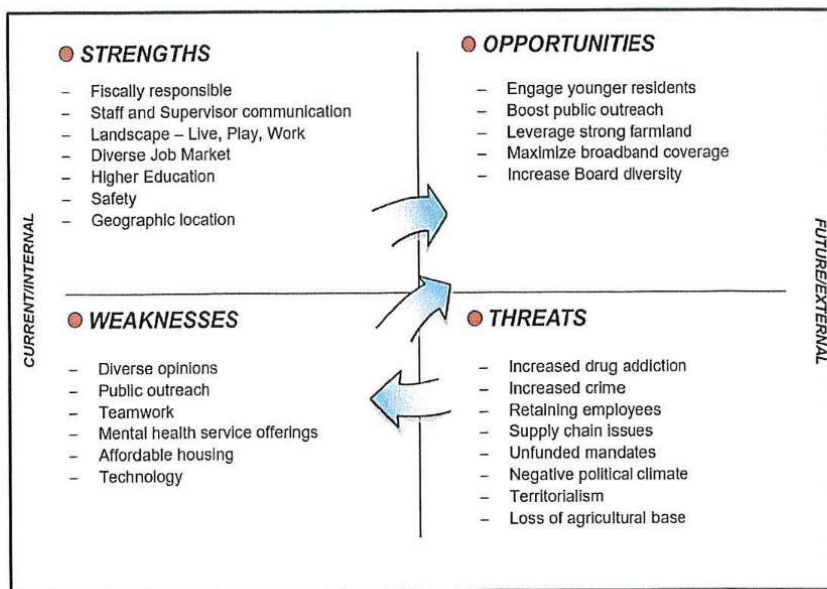
## Board of Supervisors Strategic Visioning Workshop Summary

The County Board of Supervisors strategic visioning workshop is where all the internal input, external input, and best practices research are gathered to this point and are used to identify and articulate the County's goals and objectives for the future.

The Rock County Board of Supervisor visioning workshop was a full day workshop on a Saturday in September 2022. Following some general introductory activities, the strategic plan project team facilitated a series of small group discussions and brainstorming sessions to understand the County's strengths, weaknesses, opportunities, and threats, and develop a set of potential strategic goals and objectives.

### *Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis*

The County Supervisors were broken out into four small groups, and they were directed to discuss what they believed were the County's strengths, weaknesses, opportunities, and threats. Shown in the table below are the collective results of those discussions.



To develop the proposed set of goals and objectives, the strategic plan project team used a collaborative and interactive process with the intent to be supported by a technology tool for group consensus building and prioritization. These goals were intended to be ranked, ordered, and evaluated in terms of their strategic importance and current performance in the identified areas to establish those goals that, if achieved, can have the most impact on the organization's ability to achieve its mission.

After a lengthy discussion, the County Supervisors developed a set of potential goals and objectives. To narrow down the set of potential goals and objectives, County Supervisors responded to a survey to prioritize and identify the final set of goals and objectives. Please refer to the goals and objectives section for more information about the identified final set of goals and objectives.



## Strategic Goals and Objectives

While statements of the mission and vision of an organization paint a future with a broad brush, it is the identification of goals that provide the clarity of direction policy makers, managers and staff need to effectively implement a strategic plan. After systematically scanning the external environment, evaluating the strengths and weaknesses of the organization, identifying opportunities and threats, and confirming the organizations vision, mission, and values.

The focus of the strategic planning effort turned to the identification of specific strategic goals likely to have the greatest positive impact on the performance of the organization and the results it delivers. The following goals were identified as priority areas the county can focus on over approximately the next five years.

### *Strategic Goals*

#### **Public Safety**

The Public Safety goal focuses to address community concerns related safety and emergency management.

#### **Infrastructure, Environmental and Agricultural Sustainability**

The intention of the Infrastructure, Environmental and Agricultural Sustainability goal is to ensure the County continues to dedicate resources and investments toward each of the objective subject areas.

#### **Community Health and Well Being**

The strategic goal Community Health and Well Being aspires to improve a combination of health, social, economic, and cultural needs throughout the County.

#### **Organizational Excellence**

Organizational Excellence aims to establish an operational framework that supports and encourages continuously improving the internal functions of the County.

#### **Quality of Life**

The goal Quality of Life incorporates broad long-term efforts intended to enhance the standard of living within the County.

### *Strategic Objectives*

Once the high-level strategic goals were established, a set of specific operating objectives were developed that are intended to help successfully achieve the strategic goal. Strategic objectives provide purpose to each strategic goal and take into consideration of what actions steps are necessary to help drive the accomplishment of the associated strategic goal.

The County identified a total of 16 strategic objectives, approximately 3 or 4 for each strategic goal area. The following page includes the County's strategy map which provides an overview of the identified strategic objectives.



ROCK COUNTY  
WISCONSIN

STRATEGIC  
GOALS & OBJECTIVES

<p><b>Public Safety</b></p> <p><b>Infrastructure, Environmental &amp; Agricultural Sustainability</b></p>	<ol style="list-style-type: none"> <li>1. Continue strong coordination between municipal law enforcement and the County sheriff's office</li> <li>2. Sustain on-going efforts to reduce overall crime rate</li> <li>3. Continue efforts to cut down on access to illegal drugs</li> </ol>
<p><b>Community Health &amp; Well Being</b></p>	<ol style="list-style-type: none"> <li>1. Advocate to improve drinking water quality</li> <li>2. Help maintain balance between agricultural land and urban development expansion</li> <li>3. Continue to invest in county road improvements to reduce congestion</li> <li>4. Encourage environmentally friendly investments throughout the county</li> </ol>
<p><b>Organizational Excellence</b></p> <p><b>Quality Of Life</b></p>	<ol style="list-style-type: none"> <li>1. Broaden mental health awareness and education efforts</li> <li>2. Improve substance abuse prevention and treatment service offerings</li> <li>3. Advance efforts to increase access to affordable housing</li> </ol> <ol style="list-style-type: none"> <li>1. Enhance collaboration efforts with municipal government</li> <li>2. Continue to improve transparency and access to county information</li> <li>3. Develop a plan to attract and retain employees to Rock County</li> </ol> <ol style="list-style-type: none"> <li>1. Expand coverage and access to broadband internet</li> <li>2. Leverage positive relationship with local and regional education providers to improve educational opportunities</li> <li>3. Preserve strong investments in growing and maintaining public parks</li> </ol>

## Conclusion

This strategic plan is designed to provide strategic guidance for the future of Rock County. The plan articulates the County's mission, values, vision, and establishes a set of goals and objectives intended to provide a roadmap to advance the County forward. The key aspect to strategic planning and often the most challenging to tackle is integrating the strategic goals and objectives into the operations of the organization.

Following the adoption of the strategic plan, the County may establish a steering committee responsible with the deployment of the plan to align with operational functions. The initial deployment phase would include defining operational initiatives, performance metrics, target milestones, and assign accountabilities.

Going forward, as the County's strategic planning efforts progress, the established steering committee may be responsible for on-going oversight and management of the strategic plan. This would include devoting resources for communicating the strategy with key stakeholders, actively monitoring performance metrics, reporting progress, and conducting annual reviews to incorporate updates as priorities change.

Effective on-going strategic planning efforts can help the County achieve long-term success and the ability to respond appropriately when presented with either opportunities or threats. Regardless of the operational environment, the benefit of strategic planning efforts is that it provides a guide to manage the challenges of today and tomorrow.

## Acknowledgements

The following individuals are acknowledged for their participation and contributions in the development the County's first strategic plan.

### *County Supervisors*

Richard Bostwick, Chair  
Kevin Leavy, 1<sup>st</sup> Vice Chair  
Tom Brien, 2<sup>nd</sup> Vice Chair  
Alan Sweeney  
April Whittedge  
Brent Fox  
Brian Knudson  
Chris Cullen  
Connie Winter  
Debi Towns  
Genia Stevens  
Janelle Cray  
Jim Farrell  
Karla Herrmann  
Kim Schneider  
Lori Pennycook  
Mary Beaver  
Mary Mawhinney  
Mike Zoril  
Rick Richard  
RJ Sutterlin  
Ron Bomkamp  
Ron Woodman  
Russ Podzilni  
Tricia Clasen  
William (Bill) Wilson  
Yuri Rashkin

### *Elected Officials / Department Heads*

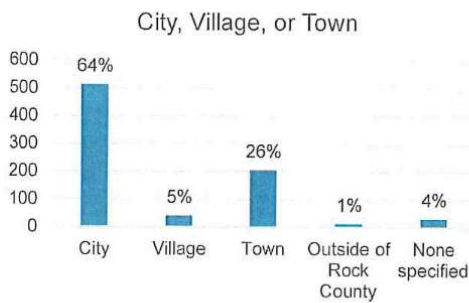
Andrew Baker, Director of Land Conservation, Planning & Development  
Barbara McCrory, Presiding Judge  
Brent Sutherland, Facilities Management Director  
Christine Wen, Area Extension Director  
David O'Leary, District Attorney  
David Slusser, Human Resources Director  
Duane Jorgenson, Public Works Director  
Greg Cullen, Airport Director  
Jacki Gackstatter, Clerk of Court  
James Sandvig, Director of Information Technology  
Josh Smith, County Administrator  
Kate Luster, Human Services Director  
Kathy Sukes, 911 Communications Center Director (*retired*)  
Katrina Harwood, Health Officer  
Lisa Tollefson, County Clerk  
Melissa Wittwer, Child Support Director  
Michelle Roettger, County Treasurer  
Michelle Schultz, Real Property Lister  
Natalie Rolling Edlebeck, Nursing Home Administrator  
Paul Crawford, Veterans Service Officer  
Rich Greenlee, Corporation Counsel  
Sandy Disrud, Register of Deeds

**APPENDIX A**  
**Public Survey Analysis**

## Who took the survey?

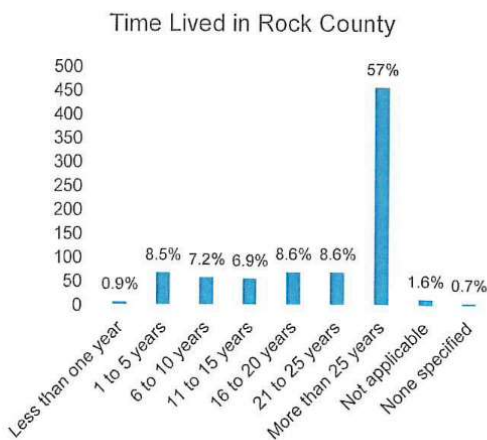
### Residence

Nearly two-thirds (64%) of respondents lived in a City, one-quarter (26%) lived in a Town, and 5% lived in a Village. The remaining 5% of respondents either lived outside of Rock County or declined to answer.



At right is a table that shows more detail on where respondents lived, broken down into municipality. The Percent column should be read as the percentage of all respondents who live in that particular municipality or type of municipality. For example, 64.1% of all respondents lived in a city, while 15.7% of all respondents lived in the City of Beloit, specifically.

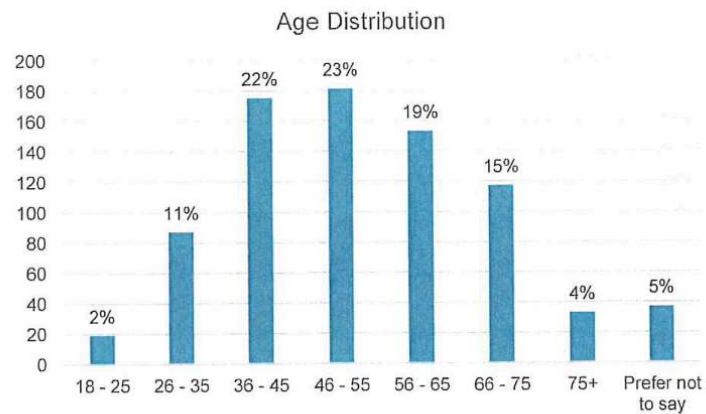
Finally, over half of all respondents have lived in Rock County for more than 25 years, as seen below.



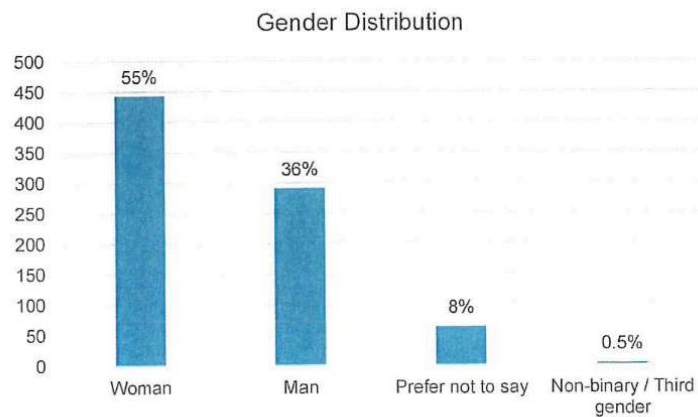
Municipality	Responses	Percent
<b>City</b>	<b>514</b>	<b>64.1%</b>
City of Beloit	126	15.7%
City of Brodhead	4	0.5%
City of Edgerton	14	1.7%
City of Evansville	28	3.5%
City of Janesville	321	40.0%
City of Milton	21	2.6%
<b>Village</b>	<b>40</b>	<b>5.0%</b>
Village of Clinton	10	1.2%
Village of Footville	3	0.4%
Village of Orfordville	27	3.4%
<b>Town</b>	<b>205</b>	<b>25.6%</b>
Town of Avon	3	0.4%
Town of Beloit	42	5.2%
Town of Bradford	2	0.2%
Town of Center	4	0.5%
Town of Clinton	6	0.7%
Town of Edgerton	1	0.1%
Town of Fulton	22	2.7%
Town of Harmony	25	3.1%
Town of Janesville	26	3.2%
Town of Johnstown	4	0.5%
Town of La Prairie	4	0.5%
Town of Lima	0	0.0%
Town of Magnolia	0	0.0%
Town of Milton	13	1.6%
Town of Newark	7	0.9%
Town of Plymouth	6	0.7%
Town of Porter	2	0.2%
Town of Rock	8	1.0%
Town of Spring Valley	2	0.2%
Town of Turtle	22	2.7%
Town of Union	6	0.7%
<b>Outside of Rock County</b>	<b>12</b>	<b>1.5%</b>
<b>None Specified</b>	<b>31</b>	<b>3.9%</b>
<b>Total</b>	<b>802</b>	<b>100%</b>

## Demographics

Over half (55%) of all respondents were between the ages of 36 and 55, with only 13% being under the age of 35. Roughly one in five respondents each were between 56 and 65 and were 65 or older.

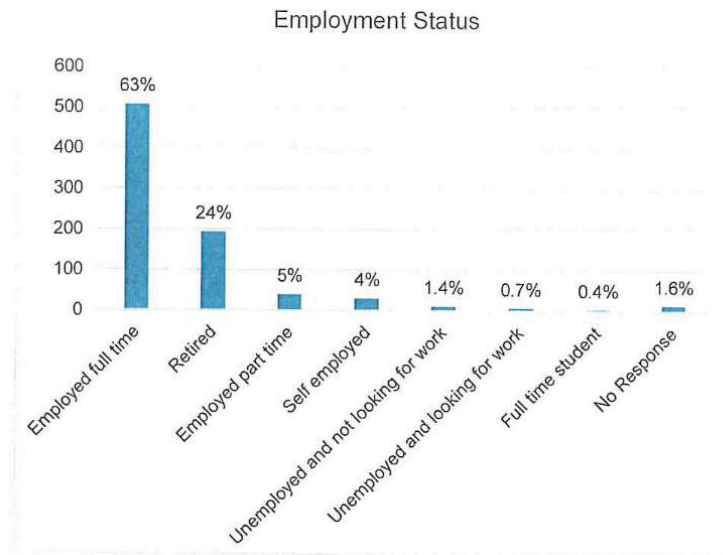


Over half of all respondents indicated that they were women, just over one-third indicated that they were men, and 0.5% indicated that they were non-binary or a third gender. Roughly one in twelve respondents either chose "Prefer not to say" or declined to answer.

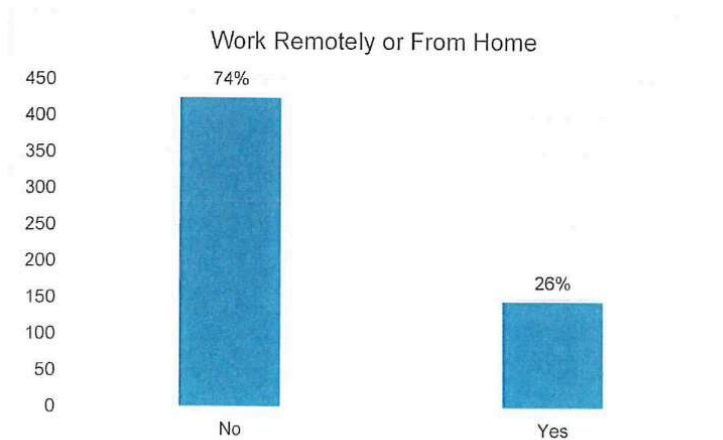


## Employment Status

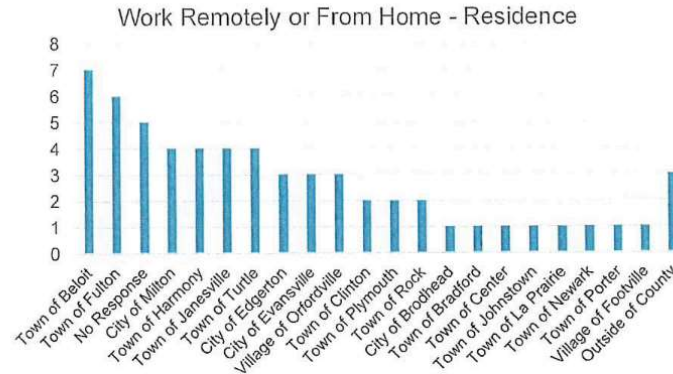
Nearly all respondents were either employed in some capacity (72% were either full time, part time, or self employed) or were retired (24%). Approximately 2.1% of respondents were unemployed, with 1.4% not looking for work and 0.7% looking for work. Finally, 0.4% were full time students and 1.6% did not answer this question.



To break it out further, approximately one-quarter of all workers (full time, part time, or self employed) considered themselves to work remotely or from home.



Of the 146 respondents who worked from home, 65 (45%) lived in the City of Janesville and 21 (14%) lived in the City of Beloit. The other 60 respondents lived in various other places, as shown in the chart below.



Of all full time, part time, and self employed workers who did not work remotely or from home, roughly three-quarters worked primarily in either the City of Janesville (59%) or the City of Beloit (18%). Nearly one in ten worked outside of Rock County. The following communities are not represented in the table below because no respondents indicated that they primarily worked there: Village of Footville, Town of Avon, Town of Bradford, Town of Center, Town of Clinton, Town of Fulton, Town of Johnstown, Town of Lima, Town of Magnolia, Town of Milton, Town of Plymouth, Town of Porter, Town of Spring Valley, Town of Union.

Location	Count	Percent
City of Beloit	75	17.6%
City of Brodhead	1	0.2%
City of Edgerton	6	1.4%
City of Evansville	7	1.6%
City of Janesville	249	58.6%
City of Milton	7	1.6%
Village of Clinton	5	1.2%
Village of Orfordville	4	0.9%
Town of Beloit	5	1.2%
Town of Edgerton	2	0.5%
Town of Harmony	1	0.2%
Town of Janesville	6	1.4%
Town of La Prairie	1	0.2%
Town of Newark	1	0.2%
Town of Rock	1	0.2%
Town of Turtle	1	0.2%
Several locations within Rock County	4	0.9%
Outside of Rock County	37	8.7%
No response	12	2.8%
<b>Total</b>	<b>425</b>	<b>100%</b>



## Resident Priorities

There were two clear priorities to come out of this survey: Criminal Justice & Community Safety and County Services. Combined, they comprised roughly half of all Resident Priority responses.

### Top Priority: Criminal Justice & Community Safety

Respondents' top priority was Criminal Justice & Community Safety, with 20% of respondents listing it as their top priority, 15% listing it as their second priority, and 10% listing it as their third priority. Many respondents simply put "Crime" or "Safety" as their top priority, while others specifically called out school safety, drugs, the court system, and dangerous driving.

### Second Priority: County Services

Respondents' second priority was County Services. This category was considerably broader, though over 85% of the responses in this category prioritized roads and infrastructure; transportation availability and accessibility; and utilities, public services, and broadband. Other responses touched on social services provided by the County (including to the homeless population) and the Fairgrounds.

### Other Priorities

Respondents also brought up the following categories of priorities, in order from most to least frequently listed as a top priority:

- Housing Affordability and Availability
- Voting, Freedoms, and County Spending & Transparency
- Specific Populations & Inclusion, which consists of child, youth, and family needs, including childcare, schools, and child welfare; nursing home and senior needs; and diversity, equity, and inclusion concerns more generally.
- Jobs, Businesses, Economic Development
- Physical and Mental Health
- Agriculture, Land Use, Environment, and Energy
- County Operations
- Quality of Life
- A small Other category

## Communication

### Communication Methods

Residents indicated that they seek information from Rock County about many different topics. For example, when able to list several topics, 226 respondents indicated that they seek information about property taxes, 188 respondents seek information about road construction project updates and statuses, 158 seek information about health, and 124 seek information about parks and recreation within Rock County. Other commonly mentioned information categories included:

- Public Safety
- Events
- Community Information
- Resources and Services
- Information about the County Board
- General county information and updates
- Licenses and permits
- Courts
- Non-road construction and businesses
- Utilities
- Voting and elections
- GIS and maps

By far, the most common way that respondents **try** to find information from or about Rock County is via the Rock County website; when able to choose multiple methods, 656 of the 802 respondents indicated that they look to the Rock County website. Following that, respondents use social media (365 respondents) or online news (208). Additionally, more than

100 respondents indicated that they each call Rock County staff (181), read newspapers (167), watch TV news (155), and email Rock County staff (103).

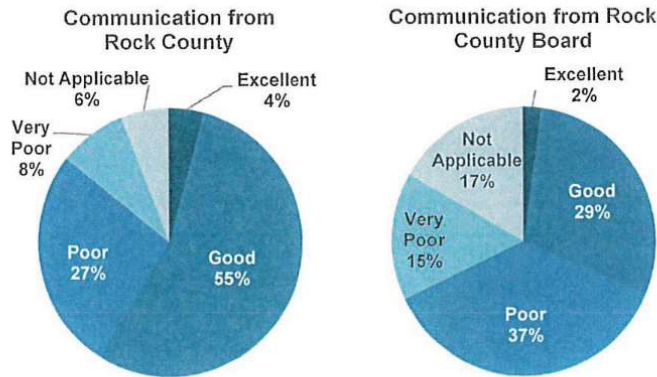
Again by far, the most common way that respondents would prefer to find information from or about Rock County is through the Rock County website, which was mentioned by 622 respondents. Following that, they would prefer to continue looking to social media (338 respondents) and online news sources (229 respondents), though they would also prefer receiving mailings from Rock County (224 respondents).

Perhaps the most telling question, however, was the one that asked "What would be the most helpful thing that Rock County could do to improve communication with residents?" Overwhelmingly, respondents requested a regular (anywhere from weekly to quarterly) newsletter with both email and mail options. Respondents also requested the following:

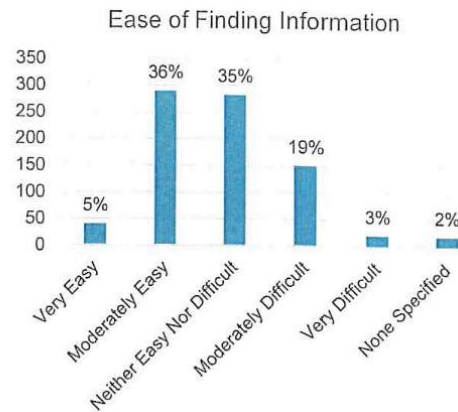
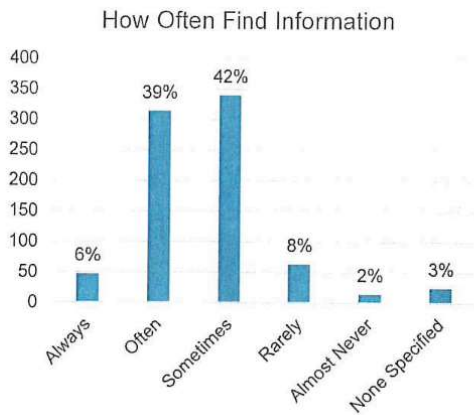
- Improved ease of use with the Rock County website
- An increased social media presence
- Improved customer service, responsiveness, and transparency
- News sources that are not restricted by a paywall
- Improved outreach and responsiveness by their County Board representative
- That the County use several types of methods (e.g. both online and paper options) to reach residents, especially considering the difficulties that some areas have receiving an internet connection
- Centralized communication so that they can contact one person or office and be directed from there

### Communication Satisfaction

Nearly 60% of respondents indicated that communication from Rock County was "Excellent" or "Good" while over one-quarter (27%) indicated that it was "Poor." Conversely, over half (52% total) of respondents indicated that communication from the Rock County Board of Supervisors was "Poor" or "Very Poor" with 31% indicating that it was "Excellent" or "Good."

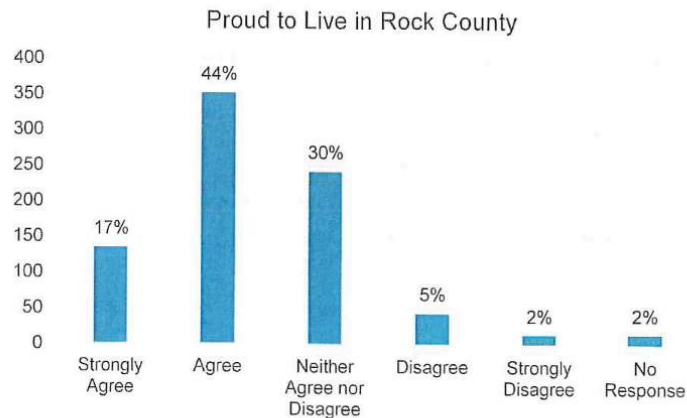


When asked about how often they were able to find information that they need from Rock County, most (82%) respondents said that they could "Often" or "Sometimes" do so; only 6% of respondents indicated that they could "Always" find needed information. This correlates closely with responses to the question of how easy it was to find needed information from Rock County: 71% of respondents said that it was "Moderately Easy" or "Neither Easy nor Difficult" to find information, while only 5% said that it was "Very Easy" to do so.

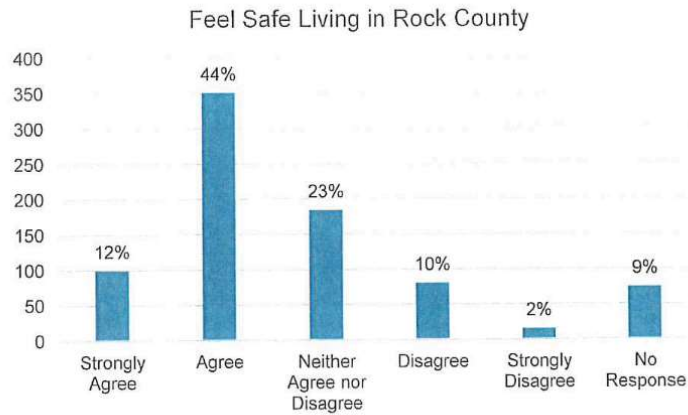


## Overall Satisfaction

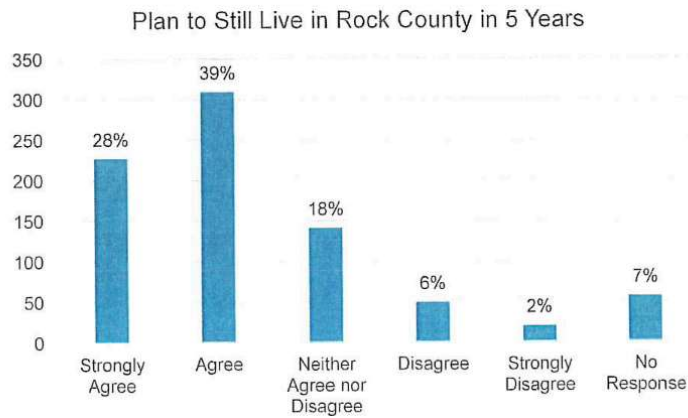
Over 60% of respondents agreed or strongly agreed that they felt proud to live in Rock County, while another 30% was neutral.



Somewhat similarly, 56% of respondents agreed or strongly agreed that they felt safe living in Rock County. While approximately one in four respondents was neutral about their feelings, 12% disagreed or strongly disagreed that they felt safe living in Rock County, which may align with the to Resident Priority of Criminal Justice & Community Safety discussed above.



Finally, approximately two-thirds of respondents planned to still be living in Rock County in five years, with an additional 18% indicating that they were neutral. Only 8% of respondents disagreed or strongly disagreed, indicating that they may be planning to move away from Rock County in the near future.



## **APPENDIX B**

### **Strategic Department Initiatives**

## ROCK COUNTY STRATEGIC PLAN - DEPARTMENT INITIATIVES

GOAL	OBJ.	DEPARTMENT INITIATIVE	ACCOUNTABILITY & TARGET COMPLETION DATE	KEY PERFORMANCE INDICATORS
1	Public Safety	1 Continue strong coordination between municipal law enforcement & County Sheriff's Office	<p>1. Sheriff's Office - Real Time Operations Center Implementation. The Purpose of a Real Time Operations Center is to provide support to emergency services of all Rock County municipalities with the ability to capitalize on a wide variety, evolving range of technologies, and analytical data which will enhance response capabilities to offer the most efficient level of services to the citizens of Rock County.</p>	<p>1. Establish a public/private partnership to broaden the use of AI/PR and security cameras to prevent and solve crimes.                      2. Partner with Facilities Management and the Parks Department to ensure a consolidated security plan for the County's security camera system.                      3. Complete the implementation and field use of the IRS analytical software program.</p>
			<p>2. District Attorney Office - constant communication with the municipal law enforcement agencies, interaction and coordination on a daily basis between the law enforcement agencies and DA Office staff is needed regarding incoming referrals, in-custody and court-dated reports, charging decisions, supplemental documentation, subpoenas, testifying at evidentiary hearings and trials, etc.</p>	<p>a. Coordinate incoming referrals, in-custody and court-dated reports, charging decisions, supplemental documentation, subpoenas, testifying at evidentiary hearings and trials, etc.                      b. Discuss and resolve any coordination issues that arise.                      c. Update and maintain evidence sharing procedures, and ensure all evidence has been received and disseminated; and                      d. Communicate with law enforcement to ensure seamless victim services and compliance with victim's rights.</p> <p>2. Supply municipal law enforcement and County Sheriff's Office with email contact(s) that allows for messages to be received and handled as priorities.</p>
2	Sustain on-going efforts to reduce overall crime rate	1. Sheriff's Office - continue to improve Jail Reentry services with the goal to enhance proper transition back to the community. These services include education of life skills, access to services and continued follow-up after release from secure custody.	<p>Re-Entry Staff, Captain &amp; Sergeant of Community Corrections by 12/31/24 and ongoing</p>	<p>1. Establish monthly presentations in all housing units to educate inmates on the Re-Entry services available to them.                      2. Develop a Life Skills Group to teach inmates about topics which will improve their everyday lives and enhance their ability to re-integrate back into the community.                      3. Using opioid abatement funding in efforts to expand access to Medication Assisted Treatment (MAT).</p>
			<p>2. Sheriff's Office - Provide law enforcement and related public safety services as efficiently and effectively as possible for the citizens of Rock County. These services shall include responding to complaints, issuing citations, water patrol operations, recreational vehicle operations, snowmobile operations, routine patrol including police traffic service, varying patrol routes, assisting motorists, reporting highway conditions and hazards, issuing citations for State Statute and County Ordinance violations and preparing cases for court testimony.</p>	<p>1. Continue to produce the LES Monthly Report and evaluate statistical data to adapt resources to trending needs.                      2. Expand the use of FB and other social media platforms to educate the public on fraudulent activities and scams.                      3. Research, budget and implement an on-demand training library of topics that will allow us to provide specialized training to deputies on topics that are trending in law enforcement (2025).</p>

GOAL	OBI	DEPARTMENT INITIATIVE	ACCOUNTABILITY & TARGET COMPLETION DATE	KEY PERFORMANCE INDICATORS
3	District Attorney Office - prosecute criminal matters, forfeiture actions, state and county traffic code and District Attorney at 6-month intervals, Department of Natural Resources violations, juvenile delinquency, domestic abuse, and harassment cases.			<p>1. Update the District Attorney's Department section of Rock County's website with number of referrals received by local law enforcement agencies and number of types of cases prosecuted by the District Attorney's Office. What will help with keeping these statistics up to date is:</p> <ul style="list-style-type: none"> <li>a. Continue to review incoming criminal referrals timely to generally ensure a charging decision is made within ninety (90) days.</li> <li>b. Prosecute and ensure compliance with traffic and ordinance laws.</li> <li>c. Vigorous prosecution of violent and serious crimes, including continued investigation(s) by the District Attorney Office's Investigator when deemed necessary.</li> <li>d. Maintain and continue referrals to Diversion, Domestic Violence Intervention Program (DVIP) and Deferred Prosecution Program (DPP) to aid in reducing recidivism rates in low to medium risk offenders; and</li> <li>e. Maintain and continue referrals of eligible medium-to-high risk defendants to Rock County Treatment Courts to reduce recidivism.</li> </ul>
4	District Attorney Office - operate the Diversion, Domestic Violence Intervention Program (DVIP), and Deferred Prosecution Program (DPP), which provide programming to low risk and medium risk offenders for a reduction of their charges.		District Attorney at 6-month intervals	<p>1. Update the District Attorney's Department section of Rock County's website with number of referrals received by local law enforcement agencies and number of types of cases prosecuted by the District Attorney's Office. What will help with keeping these statistics up to date is:</p> <ul style="list-style-type: none"> <li>a. Continue to review incoming criminal referrals timely to generally ensure a charging decision is made within ninety (90) days.</li> <li>b. Prosecute and ensure compliance with traffic and ordinance laws.</li> <li>c. Vigorous prosecution of violent and serious crimes, including continued investigation(s) by the District Attorney Office's Investigator when deemed necessary.</li> <li>d. Maintain and continue referrals to Diversion, Domestic Violence Intervention Program (DVIP) and Deferred Prosecution Program (DPP) to aid in reducing recidivism rates in low to medium risk offenders; and</li> <li>e. Maintain and continue referrals of eligible medium-to-high risk defendants to Rock County Treatment Courts to reduce recidivism.</li> </ul>
5	Medical Examiner Department - Create Annual Statistical MEO report of Cause and Manner of death that will an evaluation of cases to inform criminal justice stakeholders of trends.		1. Chief Medical Examiner, 2. Director of Operations, 3. Deputy Director of Operations by 12/31/24 for reporting of 2022 and 2023.	<p>1. Timeliness: Measure the time taken from data collection (i.e., determination of cause and manner of death and finalization of autopsy report), to report publication, to ensure timely dissemination of information.</p> <p>2. Trend Analysis: Analyze trends over time to identify patterns and changes in causes and manners of death, enabling informed decision-making and resource allocations at the Medical Examiner's Department and other organizations (i.e., Public Health, Sheriff's Department).</p> <p>3. Accessibility: Measure the accessibility of the reports through various channels such as publications and presentations to ensure wide spread dissemination.</p>
6	Public Health - Improve awareness of factors that influence violence from individual, relationship, community, and societal contexts		Health Department staff - varying timeline	Number of public awareness activities & events (quarterly). Develop a webpage for violence prevention initiatives (2nd quarter)
7	Public Health - Continue to support collaboration with community partners and agencies identified in the Violence Prevention Assessment		Health Department staff - varying timeline	Number of recommendations identified in the Violence Prevention Assessment (1st quarter, 2024) Provide a status update on the implementation of strategies identified in the Violence Prevention Assessment (quarterly, beginning 2nd quarter 2024)
8	Public Health - Provide technical assistance to agencies addressing risk factors for violence.		Health Department staff - varying timeline	Number of technical assistance meetings & other engagement with agencies addressing factors that influence violence prevention.

GOAL	OBI	DEPARTMENT INITIATIVE	ACCOUNTABILITY & TARGET COMPLETION DATE	KEY PERFORMANCE INDICATORS
3	Continue efforts to cut down on access to illegal drugs	1. Sheriff's Office - continue to expand & improve interactions between the three drug units operating in Rock County with the primary focus of investigating trafficking organizations.	Special Investigations Unit Sergeant/Detective Bureau Captain - Ongoing	1. Review yearly SIU performance status. 2. Attend quarterly HIDTA initiative meetings and compare current drug trends with local enforcement efforts. 3. Deploy RCO Traffic Interdiction Team with support from other local law enforcement agencies and monitor performance statistics.
		2. District Attorney Office - assign specific Assistant District Attorneys to Bloot Police Department, Janesville Police Department and Rock County Sheriff's Office drug units to assist officers with legal issues that come up and assist intervals law enforcement agencies from start to finish of putting a case together and then prosecuting those cases.	District Attorney at 6-month intervals	1. Review at six-month intervals: a. Number of medium-to-high risk defendants referred and eligible to participate in Rock County Treatment Courts to reduce recidivism at its source. b. Warrant templates to ensure they continue to meet all legal requirements and will yield admissible evidence; and c. Matters referred regarding distribution of controlled substances and the prosecution outcome of those matters.
		1. Advocate to improve drinking water quality	Land Conservation Department - Annual program participation annually	Core efforts will help audiences understand relative benefits of practices to watershed and water quality protection, groundwater/surface water interactions, and other related fields to collaborate.
		2. UW Extension - Agriculture Water Quality Program delivers educational content for farmers, crop advisors and conservation professionals on the relationships between ag production practices and water quality outcomes.	UW Extension staff - ongoing	Cooperate with Discovery Farms to evaluate nitrate lysimeter field data
		3. Health Department & Land Conservation Department - Coordinate with the Rock County Nitrate Work Group to collect data on groundwater nitrates and evaluate methods to address high levels of nitrates in many Rock County drinking water wells	Health Department & Land Conservation Department staff with nitrate lysimeter field data on quarterly basis and with groundwater well monitoring by 4th quarter, 2024	Evaluate the impacts of County Farm nitrate best management practices on monitored groundwater wells.
		4. Health Department - Coordinate county-wide collection of unwanted prescription drugs to prevent misuse of drugs and reduce contamination of groundwater and surface water.	Health Department staff	Number of eligible free nitrate tests conducted (quarterly) Number of nitrate treatment systems installed (quarterly) Number of pounds of unwanted drugs collected and properly disposed. (annual)
		5. Land Conservation Department - Promote the use of the Agricultural and Household Clean Sweep Programs	Land Conservation Department staff at 11/31/24 and annually thereafter.	Continue to support the funding of the Clean Sweep Program and maintain the level of promotion that has made the program a success.
2	Infrastructure, Environmental & Agricultural Sustainability	1. Advocate to improve drinking water quality	Land Conservation Department - Annual program participation annually	Update inventory of likely unused wells throughout of historical air photos and the land division process (i.e. separating farmsteads from farm land)
		2. UW Extension - Agriculture Water Quality Program delivers educational content for farmers, crop advisors and conservation professionals on the relationships between ag production practices and water quality outcomes.	UW Extension staff - ongoing	Develop strategy to begin implementation start by 2nd quarter, 2024
6	Land Conservation Department - Prioritize various means to minimize the number of unused wells in Rock County which can lead to ground water contamination. This includes education, cost share for proper abandonment and ordinance enforcement to compel abandonment where necessary	Land Conservation Department - Promote the use of the Agricultural and Household Clean Sweep Programs	Land Conservation Department staff at 11/31/24 and annually thereafter.	Update inventory of likely unused wells throughout of historical air photos and the land division process (i.e. separating farmsteads from farm land)
		Land Conservation Department - Promote the use of the Agricultural and Household Clean Sweep Programs	Land Conservation Department staff at 11/31/24 and annually thereafter.	Update inventory of likely unused wells throughout of historical air photos and the land division process (i.e. separating farmsteads from farm land)
7	Land Conservation Department - Targeted education and outreach to those landowners not already implementing nutrient management practices on a watershed basis	Land Conservation Department - Promote the use of the Agricultural and Household Clean Sweep Programs	Land Conservation Department staff at 11/31/24 and annually thereafter.	Update inventory of likely unused wells throughout of historical air photos and the land division process (i.e. separating farmsteads from farm land)
		Land Conservation Department - Targeted education and outreach to those landowners not already implementing nutrient management practices on a watershed basis	Land Conservation Department staff at 11/31/24 and annually thereafter.	Update inventory of likely unused wells throughout of historical air photos and the land division process (i.e. separating farmsteads from farm land)



**GOAL OBI. DEPARTMENT INITIATIVE**

**ACCOUNTABILITY & TARGET COMPLETION DATE**

**KEY PERFORMANCE INDICATORS**

<p><b>2 Help maintain balance between ag land &amp; urban development expansion</b></p>	<p>1 UW Extension - Regional Dairy and Crop Educators educate and respond to the needs of the agriculture community while providing resources that promote economic and environmental sustainability in Rock County.</p>	<p>UW Extension staff - ongoing</p>
<p>2 Health Department - evaluate trends and land use considerations as a result of implementation of the Groundwater Depletion Grant and includes GIS mapping analysis of the potential impacts of agricultural industrial water use, and municipal water supply on the current and future quantity of available water, particularly the impact on small public water supply systems.</p>	<p>Health Department Staff - varies</p>	<p>Map county high-capacity water use on a GIS layer in Rock County (June 30, 2024). Evaluate groundwater use and potential depletion near 152 small public water systems (September 30, 2024). Develop and present a Rock County Groundwater Use summary report (May 31, 2025).</p>
<p>3 Land Conservation Department and Planning &amp; Development - Update Rock County Farmland Preservation Plan</p>	<p>Land Conservation Department - Update plan.</p>	<p>Land Conservation Department - Update plan. start by 12/31/24</p>
<p>4 Land Conservation Department and Planning &amp; Development - Target efforts to increase participation in the Farmland Preservation Program, both to landowners and Towns</p>	<p>Land Conservation Department - Develop implementation strategies.</p>	<p>Land Conservation Department - Develop implementation strategies. staff by 3/31/25</p>
<p>5 Land Conservation Department and Planning &amp; Development - Complete comprehensive update of the Rock County Purchase of Agricultural Conservation Easement (PACE) Program Manual (which is an intergovernmental and private sector collaborative effort to determine the details and priorities of the program)</p>	<p>Land Conservation Department and Planning &amp; Development Department staff by 3/31/25</p>	<p>Complete manual update.</p>
<p>6 Planning &amp; Development Update Rock County Land Division Regulations to specify standards to encourage responsible growth</p>	<p>Planning &amp; Development Department Staff by 3/31/25</p>	<p>Update regulations.</p>
<p><b>3 Continue to invest in county road improvements to reduce congestion</b></p>	<p>1 Department of Public Works - evaluate proposed development plans, specifically access to highways, to reasonably minimize traffic congestion.</p>	<p>Department of Public Works Administration - 12/31/24/ongoing</p>
<p>2 Department of Public Works - improve highways to current standards through CIP construction efforts.</p>	<p>Department of Public Works Administration - 12/31/24/ongoing</p>	<p>Update driveway access policy/access-controlled ordinance, targeted completion end of CY 2024. Explore studies on higher volume county highways that align with minimizing traffic congestion, ongoing effort. Target 9 miles of county highways being brought up to current standards during our annual CIP/Budget process.</p>
<p>3 Department of Public Works - evaluate off-road bike paths</p>	<p>Department of Public Works Administration - ongoing</p>	<p>Include assessments for off road bike paths that provide network connections or enhanced bike path networks thruout Rock County. Continue to explore TAP grant funding for off road bike path designs and construction.</p>
<p>4 Department of Public Works - intersection safety studies to promote safety and efficient intersection use.</p>	<p>Department of Public Works Administration - 12/31/24/ongoing</p>	<p>Update county highway road and intersection safety screening on no more than a 5 year basis.</p>

GOAL OBL. DEPARTMENT INITIATIVE

ACCOUNTABILITY & TARGET COMPLETION DATE

KEY PERFORMANCE INDICATORS

<p>4 Encourage environmentally friendly investments throughout county</p>	<p>1. Department of Public Works - brine maker installation &amp; increased brine usage during winter events.</p>	<p>Department of Public Works Administration - County infrastructure initial build out by end of first quarter CY 2024, future setup installed and completed by end of CY 2026.</p>	<p>Develop procedures and work to create efficiencies in the brine making process. Target having the ability to produce enough brine locally to eliminate the need to buy and haul brine from Jefferson County by end of CY 2026.</p>
<p>2. Department of Public Works- pollinator corridor pilot.</p>	<p>Department of Public Works Administration &amp; WISDOT - Pilot program ongoing evaluation and further develop by 2030.</p>	<p>Look to increase pollinator corridor acreage and maintain existing.</p>	
<p>3. Department of Public Works - vegetation growth inhibitor (promotes pollinators and targets invasive species)</p>	<p>Department of Public Works Parks Administration &amp; WISDOT -Program piloted in 2023, program build out by end of CY 2025.</p>	<p>Goal to apply to vegetative growth inhibitor to all county highways, while continuing to explore expansion on state highways and town routes.</p>	
<p>4. UW Extension- Agriculture Water Quality, Crops and Soils, Dairy and Livestock, Farm Management, and Horticulture programs educate and respond to the needs of the agriculture community while providing resources that promote economic and environmental sustainability in Rock County.</p>	<p>UW Extension staff - ongoing</p>	<p>Provide timely educational resources and information to help Rock County crop producers and their agricultural consultants manage crops efficiently and profitably. Design and implement agriculture field days. Strengthening the competitiveness of the dairy industry through education and research. UW-Madison's Extension Horticulture Program provide research-based horticulture information to people living in Rock County so they can make gardening decisions that keep their plants healthy while protecting the environment. We provide timely horticulture education, resources and decision-making tools to home gardeners and commercial horticulture practitioners. Host at least one agriculture field day or general educational program per year. Answer consumer questions weekly during peak growing season.</p>	
<p>5. Facilities Management Department - develop and implement Carbon Neutral Plan programming: converting lighting to LED in all county facilities</p>	<p>Director and Superintendent - Facilities Management Department by 12/31/26</p>	<p>Background: Facilities has been working to convert all lights to LED, so far, we have approximately 80 percent of the buildings converted to LED.</p>	<p>1. Establish a budget to purchase light fixtures or conversion kits to replace current lighting with LED. 2. Work with lighting distributor to ensure that we are providing the correct number of foot candles for each work area that will be affected. 3. Work with our inhouse electrician to schedule time within our team to get lights converted in a timely manner. 4. To convert at least 6.6% of the remaining lights per year until we reach our goal by the end of 2026.</p>

GOAL	OBI	DEPARTMENT INITIATIVE	ACCOUNTABILITY & TARGET COMPLETION DATE	KEY PERFORMANCE INDICATORS
		6 Facilities Management Department - develop and implement Carbon Neutral Plan programming: updating boiler rooms and controls	Director and Superintendent - Facilities Management Department - ongoing	<ol style="list-style-type: none"> <li>The replacing of boilers, pumps, and controls to more energy efficient equipment have been recent projects at multiple buildings. We will continue to update controls at our remaining buildings such as, The Sheriff's Department, Tri buildings, Health Department and Department of Public Works.</li> <li>Measuring energy consumption before and after any updates are done.</li> <li>With direction from our partners to find renewables within our current systems.</li> <li>The majority of the equipment rooms have been updated with our Master Plan and our building renovations. In 2024, the Jail and Health Department controls will be updated along with the 1 Health Department outside condenser unit.</li> <li>We will have engineering done in 2024 for replacing the boilers and controls at diversion/OW Extension to be budgeted and completed in 2025.</li> <li>If the budget allows, we will replace the remaining Health Department outside condenser unit in 2025.</li> </ol>
		7 Facilities Management Department - develop and implement Carbon Neutral Plan programming as recommended by consultant Constellation	Director and Superintendent - Facilities Management Department - ongoing	<ol style="list-style-type: none"> <li>Reporting back and taking direction from our newly formed Environmental Management System Committee.</li> <li>To improve our carbon footprint each year to achieve a 25 percent reduction by 2025.</li> <li>Facilities along with our partners will seek out and apply for any grants that we might be eligible for along with any Focus on Energy incentives.</li> <li>Implement Constellation Consultant Report recommendations to be carbon neutral by 2050, subject to budgetary resources.</li> <li>Establishing a baseline footprint from 2017.</li> <li>Creating standardized reporting.</li> <li>Setting emissions reduction targets for us to achieve.</li> </ol>
		8 Land Conservation Department - Implement Yahara Watershed Project. In 2017, a partnership was developed via a contract with the Yahara WINS group to implement surface water quality best management practices (BMPs) in the Yahara River Watershed particularly targeting Phosphorus reduction.	Land Conservation Department - ongoing annual targets	Develop ongoing annual targets based upon funding and agreement (s).
		9 Land Conservation Department - Water Quality Trading Program. A partnership was developed in 2021 via a contract with each city to implement surface water quality best management practices (BMPs) in the Rock River Watershed upstream of each wastewater treatment discharge site. Implementing BMPs in the watershed is an approved alternative to making upgrades to the wastewater treatment facilities in order to meet water quality standards established in each discharge permit.	Land Conservation Department - ongoing annual targets	Develop ongoing annual targets based upon funding and agreement (s).
		10 Multiple County Department - Environmental Management Systems/Green Tier Legacy Community Partnership - develop scorecard and maintain annually.	County Administration, Facilities Management, Land Conservation Department, Health Department, Human Services Department - annually	Scorecard updated.

**ACCOUNTABILITY &  
TARGET COMPLETION  
DATE**

**GOAL OBI. DEPARTMENT INITIATIVE**

**KEY PERFORMANCE INDICATORS**

GOAL OBI. DEPARTMENT INITIATIVE	ACCOUNTABILITY & TARGET COMPLETION DATE	KEY PERFORMANCE INDICATORS
<p><b>3 Community Health &amp; Well Being</b></p> <p><b>1. Broaden mental health awareness &amp; education efforts</b></p> <p>1. Sheriff's Office- continue to send all employees through Crisis Intervention Training to increase awareness and capabilities.</p>	<p>Patrol Captain/Jail Captain in coordination with Training Bureau - Ongoing</p>	<p>Staff trained to appropriately respond, recognize and help with individuals experiencing a mental health crisis.</p> <p>Since 2022, the Rock County Sheriff's Office has sent personnel to Crisis Intervention Training (CIT) on a yearly basis. Trainings have been offered locally through NAMI, MercyCare and our Crisis Intervention staff. In years it has not been offered in our county, RCO has made it a point to reach out to Dane County to get our staff to a training. We are committed to getting as many staff as possible to a CIT course. Rock County is hosting a CIT class in April of this year, and we will be sending Correctional Officers and Deputies to this training. Over 50% of our sworn staff and approximately 33% of our correctional staff have CIT certifications. RCO recognizes the importance of CIT and we will continue to send to our staff to these yearly trainings.</p>
<p>2. Human Services Department- partner with local prevention coalitions and advocacy organizations to promote access to information regarding mental health promotion and access to area and resources</p>	<p>Human Services Department Coordinator of Prevention</p>	<p>Human Services Department Coordinator of Prevention will coordinate efforts of the Rock County Prevention Coalition and the Substance Misuse Task Force to maximize pooled resources.</p> <p>Organize and advance this effort.</p>
<p>3. Health Department - Increase access to mental health resources through Behavioral Health 360, an online platform for mental health education and resources.</p>	<p>Health Department staff</p>	<p>Assess the feasibility of utilizing the platform (1st quarter, 2024)</p> <p>Pending feasibility, implement and promote the new platform (2nd quarter, 2024)</p> <p>Evaluate the utilization and reach of the platform (quarterly, beginning with the 3rd quarter 2024)</p>
<p>4. UW Extension- Promote positive mental health by teaching skills to manage stress more effectively, practice self-care and reduce risky substance use by youth and adults.</p>	<p>UW Extension staff - ongoing</p>	<p>Provide the WeCOPE program. WeCOPE is an evidence-based program that helps adults cope with life stress.</p> <p>Work directly with schools to do Healthy School Assessments and build out programming based on identified needs.</p> <p>Provide QPR (Question, Persuade, Refer) Suicide Prevention Training.</p> <p>Continue to provide access to the online Mental Health First Aid program that teaches participants how to identify, understand and respond to signs of mental illness and substance use disorders.</p> <p>Strong Bodies programming supports physical activity, reduces social isolation, and increases social connectedness.</p> <p>Supporting Youth Mental Health for Volunteers Training is a virtual training that is about knowing how to support youth when they're down, whether it's simply a bad day or it's more than that. •The WeCOPE program will be delivered to groups, community organizations, and partnering organization at least once a year over the next two years.</p> <p>The Healthy School Assessments will be completed in 2024. Programming will be developed and delivered based on identified needs.</p> <p>QPR training will be provided annually.</p> <p>Mental Health First Aid programming is available as an online training. An in person training will be provided in 2023.</p> <p>Strong Bodies will be offered at multiple sites (Human Resources/throughout Rock County.</p> <p>Supporting Youth Mental Health for Volunteers Training is conducted annually.</p>
<p><b>2 Improve substance abuse prevention &amp; treatment service offerings</b></p> <p>1. Human Services Department - Opioid Settlement Funds Implementation plan, expand local access to higher level SUD treatment via a new contracted partnership with a community provider.</p> <p>2. Human Services Department - utilize pending gap analysis via contract with Wipfil to inform future resource development efforts</p>	<p>Human Services Department by 12/31/24</p> <p>See above</p>	<p>Via contract with Bobit Area Community Health, a minimum of 25 clients will be admitted to a newly established intensive outpatient program for Rock County residents experiencing Opioid Use Disorders.</p> <p>See Above</p>

GOAL	OBI	DEPARTMENT INITIATIVE	ACCOUNTABILITY & TARGET COMPLETION DATE	KEY PERFORMANCE INDICATORS	
3	Health Department	Sustain the Overdose Fatality Review (OFR) and implement strategies to prevent substance use that have been identified through the OFR team.	Health Department staff	Number of strategies identified (quarterly) Number of strategies implemented (quarterly) Implement the plan according to the scheduled timeline (quarterly, beginning with the 1st quarter 2024). Report progress to the public and update the opioid settlement implementation plan (2nd quarter 2024) Refer to various grant program reporting areas.	
		Health Department - Opioid Settlement Funds implementation plan, support youth prevention strategies	Health Department staff		
		Multiple Departments - implement treatment courts (Drug, OWI and Veterans' courts), in collaboration with other key stakeholders to reduce the crime rates by treating offenders' addiction issues.	Various departments- ongoing		
		<b>3 Advance efforts to increase access to affordable housing</b>			
		Human Services Department - prioritize use of flexible funding streams to support housing stability and economic mobility including security deposits and support to buy back rent to avoid eviction for Human Services Department clients.	Human Services Department - Ongoing	A minimum of 50 clients will be supported with designated funds to increase housing stability.	
4	Planning & Development Department	In conjunction with Rock County Housing Authority - promote and fund private developers to build affordable housing. (\$4.5 million available)	Rock County Housing Authority & Planning & Development Department by 12/31/24	Plan completed.	
		Planning & Development Department - in conjunction with Rock County Housing Authority - Beloit and Janesville to complete a consolidated Analysis of Impediments to Fair Housing Document, which will include goals and strategies to be implemented over 2025-2029.	Rock County Housing Authority & Planning & Development Department by 12/31/24	Fair Housing Document completed.	
		Planning & Development Department - in conjunction with Rock County Housing Authority - Beloit and Janesville to complete the HOME Consortium Consolidated Plan, which will include goals and strategies for use of the HOME funds to be implemented over 2025-2029	Rock County Housing Authority & Planning & Development Department by 12/31/24	Completed goals and strategies.	
		<b>4 Organizational Excellence</b>			
		Multiple Departments - support the construction and development of Community Action's new shelter serving Rock and Walworth counties by providing \$750,000 in County funds.	Various Departments by 12/31/25	Monitor progress; Coordinate with referring county departments.	
2	District Attorney's Office	<b>2 Continue to improve transparency and access to county information</b>			
		District Attorney's Office - maintain & update a statistics page that outlines the number of CCAP court case types, as well as the number of referrals received by agencies, by year since 2015. The plan is to update this page approximately every six (6) months. This information is obtained by running and summarizing reports through PROTECT (the DA Office's case management system).	District Attorney at 6-month intervals	1. Running and summarizing reports obtained through PROTECT (the DA Office's case management system) and providing those statistics. 2. Obtaining semi-annual reports obtained by EBDIM Committee regarding Diversion Program and DFP Referral statistics and providing those statistics. 3. Post Press Releases outlining the successful prosecution of high-profile cases and violent/sensitive crimes, as well as send those Press Releases to area media.	
		Health Department - Sustain and grow the reach of GovDelivery communications to promote and protect public health.	Health Department staff	Number of bulletins sent (quarterly) Number of subscribers (quarterly)	
		<b>1 Enhance collaboration efforts with municipalities</b>			
		County Board/Administration - monthly meetings with area Officials/Administrators to discuss and resolve where feasible, mutual concerns.	Chief Elected County Administrator, County Board Chair - ongoing	Number of monthly meetings attended Number of collaborative projects developed	
1	Planning & Development	Make proactive effort to execute Land Use and Zoning Memorandum of Agreements for associated professional services with Towns that have to entered into an agreement (no cost to the Town)	Planning & Development Department by 12/31/24	Number of MOU with Towns.	
		Work with Towns that to make necessary Zoning Ordinance updates to the Certified Farmland Preservation District, approved by DATCP	Planning & Development Department by 12/31/24	Number of MOU with Towns.	
		Establish network of municipal officials that have land use related job duties to offer a framework of sharing information related to case law update, statutory changes, etc., related to land use	Planning & Development Department by 12/31/24	Number of sessions with local units of government.	
		<b>1 Enhance collaboration efforts with municipalities</b>			
		County Board/Administration - monthly meetings with area Officials/Administrators to discuss and resolve where feasible, mutual concerns.	Chief Elected County Administrator, County Board Chair - ongoing	Number of monthly meetings attended Number of collaborative projects developed	

GOAL	OBI	DEPARTMENT INITIATIVE	TARGET COMPLETION DATE	ACCOUNTABILITY & KEY PERFORMANCE INDICATORS
3	Register of Deeds - index info on historical documents.	Register of Deeds - Ongoing	206,000 documents need legal descriptions added to make the records more accessible. Approximately 20,000 documents can be indexed annually by Register of Deeds staff. Historic Documents Fully Indexed 1974 – present Partially Indexed: 1939 – 1974 Total of 430,000 documents have been fully or partially indexed	206,000 documents need legal descriptions added to make the records more accessible. Approximately 20,000 documents can be indexed annually by Register of Deeds staff. Historic Documents Fully Indexed 1974 – present Partially Indexed: 1939 – 1974 Total of 430,000 documents have been fully or partially indexed
4	Department of Public Works - website expansion, online permitting	Department of Public Works/Parks Administration by 12/31/24	Develop and implement process for consistent website updates, monthly overall review, and weekly construction updates. Explore options for online permitting using with internal website or potential vendor program by end of CY 2024.	Develop and implement process for consistent website updates, monthly overall review, and weekly construction updates. Explore options for online permitting using with internal website or potential vendor program by end of CY 2024.
5	Department of Public Works - QR code for Parks maps & brochures	Department of Public Works/Parks Administration by 12/31/24	Create, maintain, and update QR codes for parks trail maps.	Create, maintain, and update QR codes for parks trail maps.
6	Department of Public Works - expand online mapping options	Department of Public Works/Parks Administration by 12/31/26	Update parks trail maps, publish online and have paper copies available to the public. Build out highway maps for online viewing of various projects, emergency situations, etc. Begin effort end of CY 2024, completion by end of CY 2026.	Update parks trail maps, publish online and have paper copies available to the public. Build out highway maps for online viewing of various projects, emergency situations, etc. Begin effort end of CY 2024, completion by end of CY 2026.
3	Develop a plan to attract & retain employees to Rock County	Human Resources Department - maintain Wage Grid	Human Resources Department - Rock County remains competitive in the labor market. staff - annually	Human Resources Department - Rock County remains competitive in the labor market. staff - annually
2	Human Resources Department - address employee health care needs through incorporating M3 pyramid options	Human Resources Department - staff - by 6/30/24 then annually thereafter	Human Resources Department - Reduction in county spend.	Human Resources Department - Reduction in county spend.
3	Human Resources Department - develop & implement a 12-month communications plan for new employees	Human Resources Department - staff Design by 3/1/24; Implementation by 4/1/24	Human Resources Department - Increased retention after 1 year of employment	Human Resources Department - Increased retention after 1 year of employment
4	Human Resources Department in collaboration with other Departments - expand employee recognition efforts.	Human Resources Department - staff - ongoing	Human Resources Department - Increase attendance at employee recognition events.	Human Resources Department - Increase attendance at employee recognition events. staff - ongoing
5	Human Resources Department in collaboration with other departments - increase community visibility through participation in various community events: 4-H Fair, Family Fun Night, Jolly Jingle, parades, etc.	Human Resources Department - staff - ongoing	Human Resources Department - Number of Community Events Attended.	Human Resources Department - Number of Community Events Attended. staff - ongoing
6	Human Resources Department in collaboration with other Departments - attendance at job/career fairs.	Human Resources Department - staff - ongoing	Human Resources Department - Attendance at minimum of 2 job fairs quarterly. Increase in applications received for vacancies.	Human Resources Department - Attendance at minimum of 2 job fairs quarterly. Increase in applications received for vacancies. staff - ongoing
7	Human Resources Department in collaboration with other Departments - reduce recruitment timeline.	Human Resources Department - staff - ongoing	Human Resources Department - Reduction in the time to fill.	Human Resources Department - Reduction in the time to fill. staff - ongoing
8	Human Resources Department in collaboration with other Departments - enhance onboarding process.	Human Resources Department - staff - ongoing	Human Resources Department - New hire retention after 1 year.	Human Resources Department - New hire retention after 1 year. staff - ongoing
9	Human Resources Department in collaboration with other Departments - update compensation policies.	Human Resources Department - staff - ongoing	Human Resources Department - Rock County remains competitive in the labor market.	Human Resources Department - Rock County remains competitive in the labor market. staff - ongoing
10	Department of Public Works in conjunction with Human Resources Department - develop & implement CDL training program to reduce barriers to new hires.	Department of Public Works Administration/Human Resources - ongoing	Currently offered to new hire employees in the mechanic position. If a business need is identified, would look to expand the CDL training program to other new hire positions.	Currently offered to new hire employees in the mechanic position. If a business need is identified, would look to expand the CDL training program to other new hire positions. Resources-ongoing

GOAL OBI. DEPARTMENT INITIATIVE

ACCOUNTABILITY & TARGET COMPLETION DATE

KEY PERFORMANCE INDICATORS

5 Quality of Life

1. Expand coverage & access to broadband internet

1. County Administrator's Office - expand broadband access throughout Rock County by implementation of Bug Tussel Wireless project, federal BEAD, state, local, private and other grant sources.	Assistant to County Administrator, Ad Hoc Broadband Committee (Initial Bug Tussel Wireless Project) by 12/31/24	Number of miles of Middle Mile Fiber installed & active Number of Cell towers installed & active Number of Internet Service Providers connecting to middle-mile fiber to provide fiber to the home. (FTH) Number of dwellings within 1/2 mile connected to Bug Tussel Wireless.
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2. County Administrator's Office - address \$2 million gap in Bug Tussel Wireless Project

	Assistant to County Administrator, Ad Hoc Broadband Committee: Identify Options by 6/1/24 Present Best-case option to County Board for review/approval by 9/1/24	Number of funding options identified
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3. County Administrator's Office - Increase county resident/business speed test awareness through BEAD planning phase.

	Assistant to County Administrator, Ad Hoc Broadband Committee & Redevelopment Resources: 1st round of community awareness by 7/1/24, 2nd round of community awareness by 9/1/24	Number of resident/business requests to challenge BEAD map data Number of challenges County/others submitted to PSC on BEAD map accuracy
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4. County Administrator's Office - develop partnerships to expand Fiber To The Home (FTH) in targeted areas

	Assistant to County Administrator by 12/31/26	Identify high priority areas not in BEAD eligibility areas.
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5. County Administrator's Office - maximize revenue from Fond du Lac Bond commissions and ARPA. Repayment to use as local match to federal/state/local/private broadband projects

	Assistant to County Administrator - ongoing	Develop funding partnership as necessary with ISPs and other parties Number of projects with county match Number of projects with multiple funding sources
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2. Leverage positive relationship with local & regional education providers

1. Multiple County Departments- develop and manage Memorandum of Understanding (MOU) with educational providers to address workforce challenges in County organization (e.g., RNs, CNA, corrections and law enforcement, Department of Public Works positions requiring CDL, etc.)	Human Resources/ Department of Public Works/Rock Haven/Others - ongoing	Continue to partner with Blackhawk Technical College on CDL program and CNA training and look to expand to other positions if a business need is identified.
2. UW Extension - outreach creates key connection points for families, communities, businesses, non-profit organizations, government, and more; support local volunteers and leaders to take action and serve as role models in their communities, and share latest research, best practices, and educational opportunities.	UW Extension staff - ongoing	Educators will work with community organizations, statewide Extension Specialists, and connect with other resources to provide educational opportunities that address identified local needs.

3. Preserve strong investments in growing & maintaining public parks

1. Department of Public Works/Parks - prioritize and seek funding for Parks, Outdoor Recreation, and Open Space (POROS) Plan recommendations (Parks Strategic Plan)	Department of Public Works/Parks Administration by 12/31/25	POROS plan funded and adopted on a 5-year cycle.
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