



Town of Ledgeview 5 Year Plan Update

Developed in partnership with: Brown County UW-Extension, May 2016



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Plan Introduction

Background

The Town of Ledgeview and Brown County UW-Extension Community, Natural Resources, and Economic Development Educator Allyson Watson met initially in February, 2016 to discuss the Town's rapid growth. In this conversation, it was evident that the Town felt that there was a substantial need for defined direction in coming years. The Town had not engaged in long range planning across all departments since the last planning process in 2011, completed with the assistance of Division IV. The Town board voted unanimously to work with UW-Extension Educator A. Watson to complete this plan by summer of 2016. This 5 year plan update includes tasks to accomplish in order to improve governmental offerings to residents, as well as those which will facilitate economic development within the community. This plan is meant to be a guiding document for staff, volunteers and Town board members as development decisions are made within the community.

The Process

Three facilitated sessions, one remote and two in-person were held with Town board members and the Town Administrator. The remote session offered an opportunity for all Town board members and Town staff members to reflect on the past plan (2011) and to submit feedback on perceived strengths and weaknesses within the Town government. This independent analysis was gathered and summarized (anonymity maintained) with board members, as principal documents to consider during the planning process. Over the next month, the Town board members and Town administrator met with UW-Extension Educator A. Watson to review each department and discuss lofty goals and economic realities for the many tasks set forward in 2011. Much progress has been made since the last planning process, and many new challenges and considerations have come forward.

The plan set forward was is an indicator of what the Town's leading priorities are for 2016 and beyond. Things will change in coming years, so it is the intention of the plan drafting committee that this be an ever-evolving document. This plan should provide needed guidance to staff members, volunteers and Board members. By using this plan in committee meetings, staff meetings and Board meetings, the plan can be updated when these changes occur and continue to be useful. By regularly updating progress, findings/results, and budget impact, this plan will play a role in enhancing the Town of Ledgeview.

Key Components

The document includes several different measures for each department:

- ◆ Specific **GOALS** for each department
- ◆ **ACTION ITEMS** in order to achieve those departmental goals
- ◆ An identified **LEAD** contact person for each action item
- ◆ A **BUDGET** line for each action item



University of Wisconsin Cooperative Extension

Background

The University of Wisconsin Cooperative Extension is a statewide effort with a presence in 72 counties, across 26 UW system campuses, and 3 tribal governments. This land-grant based institution was founded in Wisconsin in 1862 and has existed since that time with the mission of fulfilling the “Wisconsin Idea” - extending the boundaries of the University of Wisconsin system beyond campus and into each and every community. The University of Wisconsin-Extension’s educators and specialists work primarily in four priority areas: Supporting safe and healthy food supply; Empowering youth, families, and communities; Growing strong economies; and Creating resilient and productive environments.

More Information about the UW-Extension

Statewide Website: <http://www.uwex.edu/>

Brown County Website: <https://www.browncountyextension.org/>

Brown County Community, Natural Resources and Economic Development Website: <http://fyi.uwex.edu/browncocnred/>



Town of Ledgeview Vision and Mission Statement

Town of Ledgeview Vision Statement—*Adopted 2011*

The Town of Ledgeview, a growing community located along the Niagara Escarpment, Fox River, and I-43 Corridor, will provide comfortable living for established residents, families and professionals. Attracted by the natural beauty and city services in a country atmosphere, Ledgeview will have housing growth that compliments the natural amenities of the Town. Linked to the residential area, its business corridors will have a clear identity, provide unique shopping and dining experiences and enhance the workforce opportunities for the area. The Town of Ledgeview will be a place where residents and businesses—set their sights high.

Town of Ledgeview Mission Statement—*Adopted 2011*

The Town of Ledgeview is a policy making, governmental organization that plans and invests for orderly and appropriate community development while promoting opportunities and protecting its citizens, businesses and natural and cultural amenities. The Town participates and encourages an open and engaging discussion on community issues with its citizens, businesses and other governmental entities and stakeholders.

2016 Town Board:

Town Chairman (2014-2017)	Phil Danen
Supervisor (2010-2018)	Andy Schlag
Supervisor (2010-2018)	Renee Van Rossum
Supervisor (2014-2017)	Ken Geurts
Supervisor (2015-2017)	Cullen Peltier

Town of Ledgeview Staff:

Town Administrator/Clerk	Sarah Burdette
Deputy Clerk	Charlotte Nelson
Town Treasurer, Sanitary District Clerk	Luann Pansier
Deputy Treasurer	Renae Peters
Code Enforcement Officer	Mark Roberts
Public Works Operator	Mark Pansier
Public Works Crew Member	Andy Tenor
Fire Chief	Tom Guns
Constable	Pat Van Rite

Administrative Department

Background: Through the preliminary analysis of Town of Ledgeview departments and through the planning process, it was expressed quite clearly that both staff and the Town board have great confidence in the professionalism and knowledge of current staff. While the Administrative department seeks to maintain day to day operations of the Town and stresses delivering high quality customer service to residents, there are some concerns about transition of longtime staff in coming years, as well as keeping up with changing mechanisms of communication (transition from mail to electronic communication, especially). The staff within the Town has readily embraced technology, but there is some question about whether email communication exclusively is the most effective way to reach older residents, as well as new residents to the community. Discussion surrounded creative communication solutions that strengthen existing electronic mediums for communication, as well as engaging residents in outreach to educate them about the various ways to connect with the Town.

From a human resources standpoint, all departments are currently in the process of documenting roles and standard operating procedures in formalized documents, in hopes that this will make staff transition in the future as painless as possible. Training was discussed in terms of how to onboard new board members, as well. There is a recurring challenge of how to meet the ongoing needs of the community versus pursuing challenging, transformative, development style work that would grow the community in the long-term. The conclusion was that the addition of a shared administrative role would free up some time for current staff to work on more dynamic and engaging projects, a retention tool to not only maximize employees' institutional knowledge, but also to keep them engaged as Town employees.

In a long-term capacity, there was discussion of whether the Town could ever sustain a full time economic development role that would proactively solicit development leads and 'sell' Ledgeview to potential developers. In the meantime, the planning workgroup agreed that this role would not have leveraging power unless the Town was in a land ownership position, as current development depends entirely on private land owners' consensus. On the subject of growth, growing pains and facility constraints were a recurring theme in preliminary analysis documents, and some short and long range solutions were discussed during the planning process.

The five strategic themes identified for the Administrative Department that were highlighted throughout the workplan included:

- How to best communicate with constituents
- How to attract and retain quality staff
- How to grow the Town of Ledgeview
- How to build and engage community members
- How to remain good community partners

Administrative Department

Goal: Ensure Ledgeview staff provide exceptional customer service and communicate community resources through a variety of mechanisms to residents.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Address questions and concerns directly, or refer to appropriate staff member	Char/All	On-going	On-going	Deliver positive customer experience in person, on the phone and via email communication	\$0
Gather departmental content, or develop new content for municipal website	Char	On-going	On-going	Deliver positive customer experience online, expand resident and business knowledge of Ledgeview	\$0
Produce bi-weekly municipal email newsletter	Char	Bi-weekly	Bi-weekly	Engage residents with concise, relevant emails that communicate Town business as well as Greater Green Bay area events and happenings	\$0
Expand e-newsletter subscription rate by adding subscription link to all Town staff email signatures	Char	On-going	On-going	Increase number of residents who interact with Town that are subscribed to Town's e-communications	\$0
Issue semi-annual (twice yearly) hard copy newsletter by mail to all residents	Char	Semi-Annually (twice yearly)	Semi-Annually (twice yearly)	Maintain communication with residents who are not subscribed to the e-newsletter, and communicate dates for large Town events, such as the budget hearing or annual meeting to further engage residents	\$3,600 (\$1,600 postage and \$2,000 newsletter)
Issue welcome form letter to all new homeowners in Town, including e-newsletter subscription information and pertinent new resident information	Char	On-going	On-going	Build positive rapport with new residents soon after their arrival to the community, engaging new residents with Town	\$0
Gather content for municipal social media accounts, schedule posts in advance when possible	Char	On-going	On-going	Deliver positive customer experience online, expand resident and business knowledge of Ledgeview	\$0
Identify new and creative ways to communicate with the public (such as NEW EYE tv channel)	Char	On-going	On-going	Deliver positive customer experience online, expand resident and business knowledge of Ledgeview	\$0
Continue to improve website pages that are less developed, enhance user-friendliness of website	Char	On-going	On-going	Residents will have a one-stop location for Town resources and information, available at any hour	\$0

Administrative Department (Continued)

Goal: Maintain day-to-day operations of the municipality.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Track data related to municipal activities	All employees	On-going	On-going	Maintain accurate record of municipal activities	\$0
Manage records for the municipality	Char	On-going	On-going	Maintain accurate record of municipal activities	\$0
Manage elections process	Char	On-going	On-going	Ensure unbiased election process	\$0
Issue meeting notifications and notices within legal requirements	Char	On-going	On-going	Follow legal requirements to notify public of meetings	\$0
Review and issue all municipal licensing	Char	On-going	On-going	Protect Town's residents from undesirable conditions	\$0
Review municipal ordinances	Char	On-going	On-going	Ensure that ordinances are up to date and do not necessitate change	\$0
Customize Clerk's manual to match Town of Ledgeview Policies and Procedures	Char	On-going	On-going	Ensure that all standard operating procedures are appropriately documented in preparation for future staff transition	\$0
Oversee Annual Town Meeting	Sarah	March (yearly)	April (yearly)	Follow legal requirements to notify public of meetings	\$150 (excluding legal)
Develop municipal Annual Report	Renae	March (yearly)	April (yearly)	Educate the public about municipal decisions impacting them	\$0

Administrative Department (Continued)

Goal: Recruit, retain and train high quality candidates for the municipality. Lay groundwork in place to accommodate transition of staff and elected officials as efficiently as possible.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Present additional human resources needs to Town Board as necessary	Sarah	On-going	On-going	Address human resource needs, prevent burnout or lack of staff to complete projects effectively	\$0
Find and attend professional development training opportunities relevant to municipal needs	All employees	On-going	On-going	Grow employees' capacity, learn about resources for municipality	\$0
Use practices to help transition knowledge between staff members	All employees	On-going	On-going	Ensures that future staff transition occurs smoothly	\$0
Hold training program regularly for all municipal staff	Sarah/Char	Bi-Annual basis	Bi-Annual basis	Delivers positive customer experience in person, on the phone, or via email communication	\$0
Meet with staff on a more regular basis (> once annually) to identify goals and interests within role	Sarah	Monthly (ongoing)	Monthly (ongoing)	Provides guidance in regard to expectations, immediate feedback on progress, and a chance to better engage employees (reducing potential turnover)	\$0
Discuss scheduling desires with staff, in order to create a more responsive workplace culture that offers flexibility as a benefit of Town employment	All employees	Bi-weekly	Bi-weekly	Where reasonable, creates a workplace that is attractive to employees in terms of schedule flexibility	\$0
Develop mechanisms for Board development as new board members are elected	Char	Annually—April	Annually—June	Ensures that board transition occurs smoothly, and that board members have capacity to make good decisions	\$0
Investigate budget needed to offer new board members personalized IT training on Town software and Town-issued devices	Char	Annually—April	Annually—June	Best prepares incoming board members for how information is shared (and archived) and how to be most efficient in preparation for Town meetings	\$0
Investigate budget needed to sustain a new administrative assistant role	Sarah/Char	Current	End of 2016	Shared assistant between Administrative/Public Works departments would allow other staff to take on engaging development projects, leaving rote tasks to assistant	\$0

Administrative Department (Continued)

Goal: Build relationships with neighboring communities, elected officials and community members to grow capacity and enhance effectiveness of the municipality.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Build collaborative partnerships with local, regional and state leaders on behalf of the Town of Ledgeview	Sarah	On-going	On-going	Protect municipal assets, build capacity and collaboration	\$0
Meet regularly with neighboring municipalities to discuss collaboration	Sarah	On-going	On-going	Protect municipal assets, build capacity and collaboration	\$0
Expand park donor database of potential funders	Sarah/Char	On-going	On-going	Expand park development to meet resident desires	\$0
Manage and recruit volunteers for the municipality	Char	On-going	On-going	Grow municipal capacity to complete projects and take on issues that would not otherwise be funded	\$0
Develop border agreements with neighboring communities (Bellevue, De Pere) for future collaboration	Sarah			Protect municipal assets, build capacity and collaboration	\$0 (excluding legal)
Administer volunteer program for municipality, ensure that work is done to expectation level	Char	On-going	On-going	Ensure that volunteers are empowered to grow municipal capacity to complete projects, take on issues	\$0
Investigate budget needed to sustain a new consultant role focused exclusively on business attraction, retention	Sarah	August 2016	October 2016	Allows staff to focus on day to day operations, while focusing proactively on business/TIF development, solicitation of leads, and tax base growth within the Town	\$0

Administrative Department (Continued)

(Continued) Goal: Recruit, retain and train high quality candidates for the municipality. Lay groundwork in place to accommodate transition of staff and elected officials as efficiently as possible.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Investigate cost of more branded entry points signage on border of Town of Ledgeview	Sarah/Beautification Committee		On-going	Reiterates the Ledgeview brand above and beyond existing ledge stone monument signs on wider variety of community entypoints	\$0
Investigate further mechanisms for branding Ledgeview businesses	Sarah/Char	January 2017	December 2017	Reiterates the Ledgeview brand and large Ledgeview business community, despite having De Pere zipcode/mailling addresses	\$0
Continue to support community events (LedgeFest) that positively brand community	Sarah/Char	On-going	On-going	Sends message of a high quality of life in Ledgeview, exposes residents to wide variety of businesses and amenities in community	Annual donation already in budget
Gather input in order to create branded Ledgeview collateral to "sell" the Town to developers	Sarah	July 2016	December 2016	Remain competitive with other Brown County communities that are aggressively targeting developers and branding themselves as 'shovel ready'	\$25,000

Administrative Department (Continued)

Goal: Manage the municipalities' resources transparently and judiciously.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Manage office equipment inventory, needs, ordering	Char	On-going	On-going	Ensures that office can maintain day to day operations	\$0
Draft / issue RFP and oversee all contracts the Town enters into	Sarah	On-going	On-going	Ensure that municipal interests are met by contracted work agreements	\$0
Research and review expenditure decisions	Sarah	On-going	On-going	Reinforces budgeting decisions	\$0
Draft policies for donor and sponsorship based programs (such as, Parks Department)	Sarah/Char	September 2016	March 2017	Generates funds for project expansion above and beyond municipal budget	Possible marketing budget in 2017
Further evaluate Town facility needs and effectively communicate those needs to appropriate entities	All employees		Summer 2017	Grow municipal capacity to complete projects and provide community space	\$0
Investigate potential for expanding Building Inspector hours during 'peak season' when majority of permits are issued	Sarah	June 2016	July 2016	Enhances ease of communication and outreach for residents (beyond two hours per day traditionally funded)	\$0
Explore new software and technology options for Town offices	Char	Annually— July	Annually— October	Allows staff to focus on day to day operations, while focusing proactively on business/TIF development, solicitation of leads, and tax base growth within the Town	\$0

Finance Department

Background: Positive feedback came forward for the Finance Department during the preliminary analysis of the Town government. Both staff and Town board members had a high level of confidence in the Town's financial stability, home values, and perceived quality of homes and businesses located within the Town of Ledgeview (encouraging further growth). As the Town continues to grow, there was some feedback that residents expect more in the way of services, programming than can currently be funded through a competitively low tax levy. A negative view of taxation in the community makes it difficult for the Town to meet residents' increasing expectations. Tying into the workplan for the Community Development Department was the desire to recruit more business to Ledgeview in order to better balance the tax burden between commercial members of the community and homeowners.

There was some discussion during the planning process that long-term financial projections would be helpful in better forming the budget, and that there was already staff able to calculate these projections in-house, but not with the current workload placed on Administrative Department staff. The proposed, shared, administrative role may help make the measure of these projections a reality. There was also an interest in possibly implementing Program-Based Budgeting with performance measures, as a better justification for whether or not to outsource certain services for the Town. There is some work needed in specific departments to make Program-Based Budgeting a reality, including more detailed job code creation, breaking down services in a more expansive fashion than by line item, and perhaps even looking at cross-departmental cross-staffing (such as a shared administrative role between Public Works and the Administrative Department).

The one strategic theme identified for the Finance Department that was highlighted throughout the workplan included:

- How to better track data

Finance Department

Goal: Manage municipal funds, expand revenue streams, and make decisions surrounding financial systems for the municipality.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Collect taxes on behalf of the municipality, budget funds to municipal projects	Renae	On-going	On-going	Conduct municipal business with no revenue issues	\$0
Guarantee payroll and monthly expectations from the municipality	Renae	On-going	On-going	Ensure that creditors have good relationship with and rating for municipality	\$0
Research debt reduction plans for the municipality	Renae	On-going	On-going	Expend less money on interest for debt payments	\$0
Collect impact fees	Renae	On-going	On-going	Build reserves for one time projects	\$0
Apply for, receive and manage grant funds	Renae	On-going	On-going	Expand potential for future grant issuance, maintains transparency and compliance	\$0
Develop and oversee municipal parkdonor program	Renae	On-going	On-going	Foster better relationships with Town leaders, invest in special projects	\$0
Review offerings for municipality in terms of banking/investment packages	Renae	On-going	On-going	Expend less money on municipal banking relationship	\$0
Expand scope and level of reveune/expenditure forecasting for municipality	Renae	On-going	On-going	Establish more accurate budgets for the Town each year, rather than basing exclusively on years past	\$0

Finance Department (Continued)

Goal (Continued): Manage municipal funds, expand revenue streams, and make decisions surrounding financial systems for the municipality.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Update the capital budget document and process to increase the content and planning period for a 7-10 year timeframe	Renae	June 2016	September 2016	Ensure that board members and residents are aware of large infrastructure and equipment investments well in advance	\$0
Develop a Performance-Based Budget	Renae	June 2016	October 2016	Use measures to firmly justify or reconsider outsourcing of Town services, depending on what makes most financial sense at the time	\$0
Expand a way to conduct trend analysis for future budgets	Renae	On-going	On-going	Short and long range budgeting documents will be better informed, allowing for the most effective use of taxpayer funds	\$0
Research accounting software options for the Town of Ledgeview	Renae	January 2017	March 2017	Upgraded software will allow for better analytics tracking, and keep community up to date with what other municipalities are utilizing (current software is 14 years old)	\$0

Finance Department (Continued)

Goal: Responsibly manage and protect municipal resources.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Track financial data monthly and annually, make available as requested	Renae	On-going	On-going	Elected officials, residents, businesses, creditors can request/review as they wish	\$0
Provide financial transparency through all aspects of financial record keeping and management	Renae	On-going	On-going	Builds credibility with residents, businesses, creditors	\$0
Create policies for purchasing/reimbursement	Jamie	October 2016	December 2016	Ensures that future staff transition occurs smoothly	\$0
Develop standard operating guidelines for Finance Department	Renae	On-going	On-going	Ensures that future staff transition occurs smoothly	\$0

Community Development / Planning Department



Olde School Square development, Dickinson Road



Branded Town of Ledgeview signage



Development on County Highway GV (Monroe Road)

Community Development / Planning Department

Background: Throughout the preliminary analysis and the planning process, facility expansion was a repeated discussion item. As the community has grown, and increasing expectations for services also grew, space did not expand accordingly. With limited facility space, it is difficult to discuss staff expansion, or enhanced community services. Past board discussions have concluded that the present Town Hall/Fire Department facility on Dickinson Road will likely not undergo further expansion. As such, the conversation at hand is about what community members desire or expect from town facilities, and what is needed for town services. The issue of immediacy and space constraint goes hand in hand with this conversation.

As facility expansion is considered, the conversation of community brand and perception was discussed. In the preliminary analysis and throughout the planning process, the issue came forward that businesses do not readily identify as a part of the Ledgeview business community as they have a De Pere, Green Bay, or Denmark mailing address (zipcodes correlate with school district boundaries presently). While people have a positive perception of the Town of Ledgeview, the issue is more with how they relate to the Ledgeview brand. This issue came up in the Administrative Department planning process, and several potential efforts were identified.

Some of the other discussion surrounding this department includes the potential development of a full-time economic development staff person. This item was discussed, with notes included in greater depth in the Administrative Department plan. Formation of subcommittees for park and trail development was included in this section of the plan originally in 2011, but have been explored extensively in the *Town of Ledgeview Park and Recreation Plan* (adopted February 2016) since that time.

The one strategic theme identified for the Community Development / Planning Department that was highlighted throughout the workplan included:

- How to prioritize facility expansion

Community Development / Planning Department

Goal: Encourage development within the municipality, while in keeping to the integrity of previously developed comprehensive plans.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Document available properties in municipality	Sarah/Contract planning responsibilities	On-going	On-going	Have one-stop-shop resources available for developers	\$0
Seek collaborative relationships with owners near the commercial areas of Ledgeview (I-43, GV)	Sarah	On-going	On-going	Ensure that development opportunities are set up to be successful by knowing both parties' needs	\$0
Create a 'developer-friendly' review process	Contract planning staff	On-going	On-going	Ensure that municipality is competitive with other 'shovel ready' municipalities in the community	\$0
Better connect trails and sidewalks in community	Park Committee	On-going	On-going	Ensure that there are no barriers to transportation, and that residential areas are appealing in their connectivity	Project specific
Be aware of land opportunities for developers in the municipality	Sarah	Annually—January	Annually—June	Have one-stop-shop resources available for developers	\$0
Develop workplan with tasks to spearhead for the RDA Committee	Sarah			Ensure that RDA is engaged in community development	\$0
Complete transportation impact fee study	Contract planning staff	Current	July 2016		
Maintain regular communication with Advance VP of Economic Development	Sarah	Monthly	Monthly	Regular contact raises profile of Ledgeview and elevates potential development opportunities	\$0
Participate in Greater Green Bay Chamber strategic planning process	Sarah	June 2016	December 2016	Ensure that perspective of urban edge municipalities are a part of the conversation and direction for Chamber of Commerce	\$0
Develop TID marketing collateral	Sarah/ Contract planning staff			Brand development in Ledgeview and reach key developers with amenities of the Town	TBD
Utilize Redevelopment Authority to launch TID marketing effort	Sarah	October 2016	January 2017	Utilizing skills and background of RDA, publicize TID opportunities in Ledgeview	\$0

Community Development / Planning Department (Continued)

Goal: Grow/retain businesses in the municipality, build capacity to effectively recruit new businesses.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Conduct retention visits with existing businesses in community	Sarah	On-going	On-going	Increase touch points between municipality and businesses, increase chances of further expansion in community	\$0
Research how to re-engage the Ledgeview Business Association	Sarah	On-going	On-going	Reinforce strong relationship between business community and municipality	\$0
Conduct market analysis in order to identify and target businesses for the Ledgeview community	Town Board/RDA	June 2016	October 2016	Have one-stop-shop resources available for developers	\$25,000
Identify retail leakage and top business recruits for municipality	Town Board/RDA			Have one-stop-shop resources available for developers	
Put business recruitment strategy in practice	Sarah/RDA	November 2016	March 2017	Grow stronger business community, increase tax base	\$0

Community Development / Planning Department (Continued)

Goal: Develop and enforce codes within the municipality.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Follow up on property issue complaints submitted to municipality	Mark R.	On-going	On-going	Ensure that town is safe and aesthetically pleasing	\$0
Identify violations of the municipal property code	Mark R.	On-going	On-going	Ensure that town is safe and aesthetically pleasing	\$0
Enforce property code through citations and preliminary warning letters	Mark R.	On-going	On-going	Ensure that town is safe and aesthetically pleasing	\$0
When necessary, create new ordinances	Mark R.	On-going	On-going	Ensure that town is safe and aesthetically pleasing	\$0
Identify gaps in the ordinance code	Mark R.	On-going	On-going	Ensure that town is safe and aesthetically pleasing	\$0
Review and issue building permit applications and building permits	Building Inspector	On-going	On-going	Ensure that town is safe and aesthetically pleasing	\$0
Review peak application season for building permits and identify months that might necessitate expanded building inspection hours	Sarah	June 2016	July 2017	Ensure that businesses and homeowners in Ledgerview have a positive experience and reasonable wait time for building inspection	\$0
Ensure that new construction meets municipal code and is compliant with zoning regulation	Building Inspector	On-going	On-going	Complies with state and local laws	\$0
Ensure that new construction projects are compliant with codes and planning documents	Building Inspector	On-going	On-going	Ensures that any and all development is in coordination with other approved municipal planning documents	\$0
Have clear and concise expectations shared with developers, contractors, etc.	Contract planning and Building Inspector	On-going	On-going	Make development process easy for developers, build reputation of being 'shovel ready'	\$0

Community Development / Planning Department (Continued)

Goal: Expand resident and business awareness of the Ledgeview brand.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Generate posts for community social media accounts	Char	On-going	On-going	Expand resident and business knowledge of Ledgeview	\$0
Strive to recruit businesses to the 'town center'	Sarah/Planning Dept.	On-going	On-going	Expand resident and business knowledge of Ledgeview	\$0
Enhance the Ledgeview brand as the community grows	TBD	On-going	On-going	Expand resident and business knowledge of Ledgeview	TBD
Identify if Ledgeview meets criteria for distinctive zipcode designation	Sarah	August 2016	September 2016	Helps to better brand business and resident community members as a part of the Town	\$0
Engage Town social media followers and email subscribers in survey about zipcode designation	Char	August 2016	September 2016	Helps to better brand business and resident community members as a part of the Town	\$0
Reinforce Ledgeview borders through branded signage	Beautification Committee	June 2016	June 2017	Expand resident and business knowledge of Ledgeview	TBD
Use Ledgeview brand to develop marketing campaign and collateral	TBD	2017	2017	Build reputation of being a good place to live/work, community of being 'shovel ready'	TBD

Community Development / Planning Department (Continued)

Goal (Continued): Expand resident and business awareness of the Ledgeview brand.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Install branded Ledgeview signage in high traffic areas where permissible on County Highways	Beautification Committee	June 2016	June 2017	Expand resident and business knowledge of Ledgeview	TBD
Paint branded logo for Town of Ledgeview on water tower in coordination with maintenance schedule	Public Works	2020	2020	Expand resident and business knowledge of Ledgeview	\$11,000
Issue welcome form letter to all new homeowners in Town, including e-newsletter subscription information and pertinent new resident information	Char	On-going	On-going	Build positive rapport with new residents soon after their arrival to the community, engaging new residents with Town	\$0
Incorporate traditional Town Hall elements in new Town facilities	All	June 2016	December 2017	Allows community members to use facility (rent space, hold meetings) in traditional Town Hall capacity	\$0
Identify new Town facility locations in areas where growth is occurring most rapidly	All	June 2016	December 2016	Ensure that facility is accessible by key growth areas in Ledgeview where long term population growth is occurring	\$0

Public Works Department

Background: The general maintenance of Town's infrastructures and investments that the Public Works department manages will not change significantly in this planning document, but there were discussions surrounding collaboration with neighboring communities in order to improve efficiencies, and the establishment of improved tracking practices to more accurately develop the department budget. At present, line item expenses and past year benchmarks are used to develop the budget, but as addressed in the Finance Department section of this plan, there is interest in creating more detailed job code descriptions. This new accounting practice will be accommodated by a proposed, shared administrative role that would be a cross-departmental position between Public Works and the Administrative Department.

Snow plowing services (currently completed contractually by a private party) were discussed during the planning process, as well. The Town board feels that snow plowing services are obtained at a highly competitive municipal rate, but worry that there is no safety net or backup plan for an alternate method of snow removal should an emergency or issue arise in the future. Snow plowing services are budgeted based around the number of snow incidents that the Town averages, using historic benchmarks to plan, as well. The acquisition cost of equipment and seasonal staff for snow removal would far exceed budget capacity, particularly considering the competitive municipal rate that Ledgeview currently pays.

There were no specific strategic issues identified for the Public Works Department. The additional staff position and budget changes are reiterated in this section, as well as in the Administrative Department workplan pages and Finance Department workplan pages, respectively.

Public Works Department

Goal: Manage the municipality's infrastructure and investments (roads, facilities, water, sewer).

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Regularly maintain and monitor all road right of way	Mark P.	On-going	On-going	Ensures public safety	\$0
Use cross-connection inspection	Andy	On-going	On-going	Goal to inspect 200 per year, ensures public safety; performed in conjunction with 20 year meter change-outs	\$0
Assess facilities for needed repairs and upgrades	Mark P.	On-going	On-going	Ensures public safety and positive taxpayer perception of municipality	\$0
Minimize operations and maintenance costs wherever possible, but not at the sacrifice of safety	Mark P.	On-going	On-going	Ensures public safety and positive taxpayer perception of municipality	\$0
Enter into and manage refuse and yard waste removal contracts	Mark P. / Sarah	On-going	On-going	Provide quality care of trash and other services for residents	\$0
Test and replace meters where needed	Andy	On-going	On-going	Goal to inspect 200 per year, ensures public safety	\$0
Survey sewers, routine and emergency maintenance	Mark P.	On-going	On-going	Ensures public safety	\$0
Develop standard operating guidelines for Public Works Department	Mark P.	2016	2017	Ensures that future staff transition occurs smoothly	\$0
Sustain relationship with Village of Bellevue for street shouldering / sweeping and plowing	Mark P.	On-going	On-going	Allows for municipalities to share resources and expend less individually, reducing taxpayer burden	\$0
Consider shared storage space between Village of Bellevue and Town of Ledgeview	Mark P.	2016		Offers opportunity to expand storage space in proximate locations to both municipalities, offering greater efficiency for each local government	\$0
Consider sharing human resources between Village of Bellevue and Town of Ledgeview	Mark P.	2016		Reduces large expense of maintaining certification and licensure for all staff, allows for knowledge and certification to be shared between departments	\$0

Public Works Department (Continued)

Goal (Continued): Manage the municipality's infrastructure and investments (roads, facilities, water, sewer).

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Forge new relationship with local utility company to create a long-term street lighting program for the Town	Mark P.	2017		Increases perceived safety and is more business-friendly for future development	\$0
Ensure formal agreements related to hydrant/sewer maintenance are established with private developments	Mark P.	2016		Community health and wellbeing dependent on operational hydrants and sewers	\$0
Review opportunities to create regional ponds as development occurs	Town Engineer			Enhances appearance of development, reduces suspended solid entry into watershed	\$0
Continue to monitor cost analysis of snow removal by contract, rather than by in-house staff	Mark P.	On-going	On-going	Ensures that municipality is investing wisely in contracted relationship, reducing need for staff, vehicle maintenance, etc.	\$0
Research potential emergency resource in case of emergency with plowing contractor	Mark P./Andy	2016		Reduce resident and Town board concerns of how snow removal would occur in case of an emergency	\$0
Investigate budget needed to sustain a new administrative assistant role	Mark P.			Shared assistant between Administrative/Public Works departments would allow other staff to take on engaging development projects, leaving rote tasks to assistant	\$0
Create new job codes for Public Works accounting in order to more accurately forecast and model for that department	Mark P.			Allows for more accurate budget forecasting, exposes potential need for cross-departmental staffing	\$0

Public Works Department (Continued)

Goal: Oversee infrastructure and streetscape improvements to make the community more livable and enhance the quality of life.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Add sidewalks to road improvement plans when possible	Town Engineer	2016	On-going	Ensure safe access for pedestrians, make effort to establish Safe Routes to School	
Review infrastructure needs and concerns while reviewing development plans	Town Engineer/ Public Works Dept.	On-going	On-going	Understand larger picture of infrastructure impact with new development	
Work to secure easements and gather legal descriptions for public improvement projects	Town Engineer	On-going	On-going	Ensure municipality has legal ownership of right of ways	
Develop a plan for future Public Works facilities	Mark P. / Andy T.	2016		Ensure that municipality has sufficient space for equipment storage, meeting space, community needs and staff office space	

Parks and Recreation Department

Background: The Town of Ledgeview recently completed their Park and Recreation Plan (Feb. 2016) which indicates the protection of Ledgeview's unique natural resources as a high priority for residents. Market research conducted for the plan concluded that residents in Ledgeview indicated that close proximity to natural resources was a chief reason for choosing to live in the community, and the development of expanded parks facilities, programming and offering was met with wide interest. The preservation of public spaces and green spaces ranked highly in importance to residents, and many indicated that they would be willing to donate toward such efforts in the Town. When residents were asked to prioritize Parks and Recreation Department expansion, enhanced connectivity of ped/bike trails ranked at the top, followed by temporary, seasonal use of spaces within the community (ice rinks, snowshoe trails, community gardens, etc.).

The use of parks and recreational facilities ties in strongly into the way residents associate with the Town of Ledgeview brand and how they relate to their community. The Town of Ledgeview faces an ongoing challenge where businesses and residents tend to associate themselves with their school district, or with their mailing address. In the case of Ledgeview, where the mailing address is based around the three school districts that the Town is a part of, this leaves the Ledgeview brand out of the picture. Parks and recreational programming are very much a way of connecting with one's community, and stand to elevate Ledgeview's brand to community members and enhance the quality of life in the community. Parks and recreational expansion require funding that must come from community members at this time. This is an expectation that community members often have in a Village context, and not as much in a Town government context.

Two specific strategic issues were identified during the planning process:

- How to strengthen future collaborations with neighboring communities
- How to create accessible rental spaces within the community

Parks and Recreation Department (Continued)

Goal: Expand park footprint in community, enhance amenities within park and recreation spaces.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Manage tree memorial program	Andy T.	On-going	On-going	Enhance quality of parks, offerings, without expanding municipal expenses	
Acquire additional lands for passive park use based on current demand, projected demand, and environmental significance	Park and Rec. Committee	On-going	On-going	Develop future parks to accommodate Ledgeview's fast growing residential population	
Acquire parklands through land developer dedications, when feasible, for active recreation facilities in areas targeted for future park development	Park and Rec. Committee	On-going	On-going	Develop future parks to accommodate Ledgeview's fast growing residential population	
Require that all new residential developments meet the park and open space standards outlined in the 2016 Parks and Recreation plan	Park and Rec. Committee / Planning Commission	On-going	On-going	Develop future parks to accommodate Ledgeview's fast growing residential population	
Continue to develop a diversity of park sizes and types based on the characteristics and needs of individual neighborhoods, and the surrounding land use and natural resource features	Park and Rec. Committee	On-going	On-going	Develop future parks to accommodate Ledgeview's fast growing residential population	
Coordinate Town/school/County/association development projects	Town Planner	On-going	On-going	Offer open spaces and recreational opportunities at a shared investment cost between organizations	
Preserve the quality and integrity of the surrounding scenic and visual resources provided by natural open space areas such as the Niagara Escarpment	Park and Rec. Committee	On-going	On-going	Ensure that natural beauty remains an inherent part of the Ledgeview community brand	
Consider a Purchase of Development Rights (PDR) program to acquire conservancy lands, specifically the Niagara Escarpment	Park and Rec. Committee	2017	2017	Maintain public access to the Niagara Escarpment and ensure that important conservancy lands are preserved	
Develop a Bike and Ped. Master Plan for the Town	Park and Rec. Committee	2017	2017	Identify transportation facilities and barriers to use	TBD

Parks and Recreation Department (Continued)

Goal (Continued): Expand park footprint in community, enhance amenities within park and recreation spaces.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Grow Bike and Ped. Facilities in tandem with neighboring communities (Bellevue, De Pere) and connect to the regional, state trail systems	Park and Rec. Committee	On-going	On-going	Ensure that residents do not encounter barriers when trying to utilize bike or pedestrian systems in between communities	TBD
Consider increasing bike trail/connectivity signage and mapping	Park and Rec. Committee	2016	2018	Educate residents and visitors on safe routes to ride bikes, safest access to trails	\$3,000 annually
Provide residents with safe and reliable recreation equipment (ADA compliant, Consumer Product Safety compliant) at public parks	Park and Rec. Committee	On-going	On-going	Ensure that residents can all access local parks and use them safely	TBD
Develop a Town-wide urban forestry program	Park and Rec. Committee	2017	2017	Ensure that trees are healthy, not diseased, are adequately pruned	\$0
Apply for "Tree City USA" status for the Town of Ledgeview	Park and Rec. Committee	2018	2018	Enhance property values in community, sense of community pride	\$0
Consider development of a formal Town of Ledgeview park program, independently or in conjunction with a neighboring municipality (Bellevue or De Pere)	Park and Rec. Committee	2018		Enhances quality of life for residents, benefits of living in the community	TBD
Consider development of a concession stand at Ledgeview Park and Scray Hill Park	Park and Rec. Committee	2017	2017	Enhance the use of the park for recreational teams	TBD
Host semi-annual work session with Parks Board / Public Works and identify opportunities for tasks/communications with subcommittees	Park and Rec. Committee	On-going	On-going	Ensure that departments are working effectively with one another and not duplicating efforts	\$0
Update turf management program with Public Works department to accommodate future needs	Park and Rec. Committee	On-going	On-going	Ensures use and access for as many users as possible	TBD
Regularly communicate subcommittee involvement opportunities to residents (Bike and Pedestrian; Friends of the Parks; Arts and Entertainment; Urban Forestry)	Park and Rec. Committee	On-going	On-going	Build sense of community pride, encourage volunteering in Town to improve quality of life	\$0

Parks and Recreation Department (Continued)

Goal: Expand usage of parks and recreational facilities.

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Coordinate with neighbors and others to develop programming partnerships (Bellevue, De Pere)	Sarah	On-going	On-going	Enhance quality of life for residents, benefits of living in the community	\$0
Add online registration tool for renting park/facility spaces to website	Char	On-going	On-going	Enhance community access to park areas, allow for more efficient reservation process	\$0
Promote rental spaces through social media, e-newsletter, etc. to fill rental gaps	Char	On-going	On-going	Ensure rentable spaces are used as efficiently as possible	\$0
Review the usage of Town facilities for residents, i.e. - baby showers, family reunions	Char	2016	2016	Enhance quality of life for residents, benefits of living in the community	\$0
Incorporate need for rentable community spaces into future building designs	Staff—All	2016		Provide an additional service to residents that has been requested	\$0
Consider hiring a seasonal, hourly recreation program coordinator position	Sarah	2017	2017	Provide a point person/contact point for all recreational programming in Town	TBD

Fire Department

Background: The Town of Ledgeview's volunteer Fire Department has one part-time staff position, but is entirely dependent on a volunteer staff of about 40 individuals. As the Town of Ledgeview continues to be a fast-paced residential growth area, there is a need to maintain documentation, training and physical space on par with other Town departments. Collaboration with neighboring communities is a key component of regional fire management in Brown County. The regional MABAS (Mutual Aid Box Alarm System) agreement is renewed annually and includes perspectives of all local fire chiefs in the area.

As this department does not have staff beyond one person, and it does not recruit volunteers through Human Resources, volunteer engagement and policies operate slightly differently in this department than in others.

The Fire Department was not included in the original 2011 Town of Ledgeview Implementation Strategy that this plan serves as an update to, this section will provide a department baseline for future plans.

Fire Department (Continued)

Goal: To supervise, recruit and train the volunteer staff of the Town fire department

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Develop and administer rules, regulations and standard operating guidelines governing emergency and non-emergency department operations	Fire Department Chief	On-going	On-going	Ensure that rules and regulations are in place in advance of a department challenge	\$0
Respond to dispatched fire calls, determine needed equipment, direct work of firefighters	Fire Department Chief	On-going	On-going	Ensure that fires are managed safely and effectively	\$0
Develop and maintain working relationships with local, county and regional emergency service agencies	Fire Department Chief	On-going	On-going	Maintain a healthy working relationship with others working in same field locally	\$0
Establish minimum training and technical competency standards for all fire department personnel	Fire Department Chief	On-going	On-going	Ensure that all firefighters are adequately trained in safe fire management	\$0
Develop long range plans for training, operations, volunteer needs and equipment requirements	Fire Department Chief and Officers	On-going	On-going	Offer insight to Town Board when staffing and resources may need additional funding	\$0

Fire Department (Continued)

Goal: To document Town fire department expenses, form a short and long-term budget, and expand fire department resources

Action Item	Lead	Start Date	End Date	Desired Outcome	Budget
Develop standard operating guidelines for Fire Department	Fire Department Chief	Review every 5 years	2020	Allows for good transition of knowledge for future and a smooth transition of staff as needed	\$0
Maintain necessary records for department, including but not limited to: Pre-Plans, Fire Calls, Training Meetings, Incident Reporting	Fire Department Chief and Secretary	On-going	On-going	Ensure that there is a record of all preventative measures taken in Town in advance of a department challenge	\$0
Contribute Input to the Town's Capital Improvement budget for department equipment and capital projects	Fire Department Chief and Treasurer	On-going	On-going	Ensure that rules and regulations are in place in advance of a department challenge	\$0
Fundraise for additional equipment through community events, fundraisers	Fire Department Chief and Fundraising Chair	On-going	On-going	Ensure that additional equipment needed for the department is made accessible	\$0
Apply for grants to assist in funding additional equipment or training opportunities for department	Fire Department Chief	On-going	On-going	Ensure that additional equipment and training needed for the department is made accessible	\$0

Conclusion and Future Considerations

As this plan was developed, Town staff and elected officials were included in the preliminary analysis and throughout the planning process. Over time, these people will change, and it is important that this plan remains a fluid document, capable of changing with changing leadership. As the faces that make up Ledgeview change in coming years, community desires, priorities and wishes may change. This document should be reviewed and updated more regularly than once every five years. In fact, this document should be reviewed in advance of budget season, in order to share progress, inform decisions, and allocate funds effectively.

This plan focuses heavily on several key themes, such as volunteer development and community identity. The two arguably go hand-in-hand. By being diligent in Town messaging (via the website, e-newsletter, welcome letters and on social media), there is an opportunity to engage members of the public as volunteers, and hopefully someday as future elected officials or staff members.

With staff transition being another key theme in this plan, the development of current training manuals and operations guidelines is imperative. Well documented departments will be able to embrace staff changes willingly.

As a part of the UW-Extension plan development, Brown County CNRED Educator Allyson Watson will schedule follow-up check in dates with Town staff and elected officials to measure progress and identify if certain areas of the plan are an uphill battle to implement. Check in dates are tentatively scheduled as follows:

- September 2016 (90 days from plan adoption)
- December 2016 (6 months from plan adoption)
- June 2017 (1 year from plan adoption)

The Town should plan to discuss its continuing needs in early 2018. At this time, it will be identified if the 2016 5 Year Plan Update will carry the Town through to 2020, or if another plan should be developed of a 2-5 year length.