Ledgeview

Set your sights high.

VISION 22 AND BEYOND
TOWN OF LEDGEVIEW, WI

| Report

Prepared for:

Sarah Burdette, Administrator

Town of Ledgeview

CONTENT

1 | ACKNOWLEDGEMENTS

Town Board
Philip J. Danen, Chair
Renee Van Rossum
Mark Danen
Sachin Shivaram
Alan Matzke

Town Staff
Sarah Burdette, Administrator
Lisa Bartz
Amy Bauknecht
Jennifer Broich
Scott Brosteau, Mead & Hunt
Dave Enigl, eServices LLC
Cole Hendricks
Chris Hohol, FIRE LLC
Jacob Kraynik
J.R. Lacy
Renae Peters
Greg Potts
Tim Reckelberg
Stephanie Schlag
Keven Tadeyeske
Dan Teaters
Andy Tenor
Dustin Wolff, Mead & Hunt

Sanitary District Commission
Ken Geurts, President
Lu Ann Pansier
Dennis Watermolen

Consultant Staff
Allyson Brunette, Allyson Brunette Consulting
Kristen Fish-Peterson, Redevelopment Resources
Dayna Sarver, Redevelopment Resources

2 | INTRODUCTION

What is it about the Town of Ledgeview that would make a person or family want to live there, make their lifetime of memories there, experience all the highs and lows of life there? How can the Town staff deliver a product compelling enough to facilitate economic growth, whether residential or commercial, while generating enough tax revenue to provide valuable services to residents who call the Town home?

Action. Change. Evolution. It is these things that drive engagement, vibrancy, and ultimately result in that intangible essence that is so widely sought by private and public organizations alike. Allowing a community to stagnate — for infrastructure, operations, and amenities to not evolve to meet current needs — is the direct path away from economic solvency and is, in effect, the willful release of the unique personality of your community.

Of course, action, change, and evolution are the result of focused, dogged implementation of a plan. Plans must be rooted in the market realities that have evolved over the recent past and look to build on current assets to affect a positive future, ideally, long into the future. Plans such as these require a mission, vision, values, understanding of the environment, goals, objectives, strategies, timeline, responsible parties, measures of success, and budget estimates.

Strategic Planning is the art and science of strategic change making. It takes an honest look at current circumstances and outlines a path to achieve a visionary future. Planning looks at who the community is now, and who they want to be in the future. It sets out a course of action to ensure that vision is realized.

The process includes assessing the local community and economic conditions and formulating goals, objectives and strategies that are, 1) compatible with the community's vision; 2) financially and politically feasible; 3) visionary and innovative; and 4) implementable.

Thoughtful plans with buy-in from staff, elected officials, and often residents, stand the test of time and changing leadership. They set a course for the future of the community and provide a guide-map for current and future leadership.

3 | EXECUTIVE SUMMARY

The following are outcome statements generated through strategic planning workshops with staff and Town Board members. These outcome statements are supported by specific action steps in the strategic framework of this plan. This summary gives a broad overview of the desired outcomes over the next decade in eight core areas: staffing, technology, customer service, economic development, contracted services, "Town" identity, public safety, and local relationships.

Address Lean Staffing Where Most Needed
- As Ledgeview continues to grow, the organization grows with it, and becomes more specialized.
- Community Development Department is formally established and reporting structures within the department are clear.
- The Administration Department expands to adequately manage organizational growth.
- Intra-departmental collaboration is enhanced to reduce silo-ing between departments.

Address Inadequate Technology in Governance
- Better functionality for individual hardware is reached.
- Individual departments have contemporary software tools to increase their department's efficiency.
- Staff are using simple and user-friendly internal software programs.
- Staff have the IT support and equipment that they need to do their jobs well.
- Ledgeview is competitive in terms of technology use.

Building Inspection Customer Service is Enhanced
- New technology is used to enhance user experience for permit application and issuance.
- Internal and External expectations are clearly established for Building Inspection, Code Enforcement, and Zoning Administration to improve customer service experience.
- Community Development Department communications are streamlined and department functions are supported with appropriate staffing resources.
- Community Development Department structure is evaluated internally 3-5 years into the future to evaluate needs at that time.

Ledgeview Adopts a More Proactive Economic Development Position
- Ledgeview's tax base diversifies away from its residential focus.

- Ledgeview designates a point person (or team) to proactive economic development activities.

- Ledgeview's internal and external economic development processes are streamlined.

- Investment opportunities in Ledgeview are presented to the development community on a regular basis.

Dependence on Contracted Services is Analyzed
- Risks are reduced for Ledgeview by bringing certain contracted services in-house.

- The Department of Public Works is right-sized to meet the community's desired level of service.

- As park acreage expands and trees mature, the Parks Recreation and Forestry Department is right-sized to keep public spaces well-maintained.

The function of a Town and Ledgeview's "Town" identity is Considered in Light of Resident Expectations
- Ledgeview's rural character is preserved.

- Reinforce that Ledgeview is not De Pere.

- Staff and elected officials have a firm sense of Ledgeview residents' wants vs. needs.

- Ledgeview's high standard for personal customer services is maintained.

- Ledgeview offers an expanded suite of Recreational Programming and Partnerships to residents.

Public Safety Needs are Met to Maintain Ledgeview's Reputation as a Safe Community
- Services and training are provided jointly where feasible and functional.

- Ledgeview Fire Department structure is formally defined.

- Public safety services are provided in a cost-effective manner unless quality necessitates self-sufficiency.

- Relationships with Neighboring Communities are Enhanced

- Ledgeview takes the lead to engage in cooperative and communicative dialogue with Neighboring Communities and Governmental Entities.

- The issue of incorporation / consolidation / status quo is discussed thoughtfully, and a decision is made for the next ten years.

4 | APPROACH & PROCESS

The objective of this ten-year strategic planning process is to develop a framework that is consensus-driven to guide Ledgeview's elected and appointed leaders in the near and long-term future. The plan will work to address several key areas for the organization:

- Provide an understanding of projected population growth in the community within the timeframe of the strategic plan.

- Provide a greater understanding of the resident demographic groups that make up the residential population of Ledgeview.

- Establish a broad organizational vision from both the staff and elected official perspective.

- Establish a specific mission statement from both the staff and elected official perspective for the ten-year timeframe of this strategic plan.

- Develop a statement of values of the core values that the organization already embodies and seeks to strengthen. This document can be used to guide internal professional development and training efforts as well as in efforts to recruit new staff members.

- Identify Strengths, Weaknesses, Opportunities, and Threats that the organization is or may be likely to encounter in the ten-year timeframe of this strategic plan.

- Provide an analysis of the organization's structure and develop a phased organizational chart to serve as a future growth model for Ledgeview.

- Establish outcomes, action steps, and strategies to define the Town's direction over the next decade.
- Include timelines and responsible parties to serve as internal leads on specific initiatives within the strategic framework of outcomes and action steps.
- Recommend implementation tactics on how to monitor plan performance and report meaningful metrics to elected officials and the public.
- Identify considerations for the next strategic planning process, including budgetary recommendations and capital/ operational planning.

Methodology

PROJECT STEP	OUTCOMES
1. Internal Survey	Identify key themes from initial survey of all employees and elected officials.
2. Department Head and Board Interviews	Dive deeper into key themes and identify issues through confidential one-on-one interviews with department heads and elected officials.
3. Organizational Analysis	Identify staffing needs and roles at present within the organization and identify needs at a departmental level over the next ten years.
4. SWOT Analysis	Present an understanding of current strengths, weaknesses, opportunities and threats within the organization.
5. Interim Report	Present a report of the organizational analysis to the Board. Organizational charts are subject to change as strategic priorities are established.
6. Strategic Planning Workshops	Conduct workshops (2) for staff and elected officials to define outcomes around weaknesses and threats for the organization.
7. Strategy Development	Develop (together with leadership), a functional framework that is outcomes-focused from staff and elected officials' feedback at earlier workshops.
8. Mission / Vision / Values Workshop	Facilitate workshops (joint) for staff and elected officials to reach a consensus-driven mission and vision for the organization, as well as to confirm core values.
9. Final Presentation	Present the final report and wrap up all research activities.

Note about Statistical Data

Our firms were able to obtain data in the Environmental Scan section which was broken down at the school district level. This data has a higher margin for error due to the small sample size of this data. This data confirms suspicions about growth trajectory for the municipality, but the client should be aware that with the higher margin of error, there is lower statistical confidence in these exact trajectory numbers.

5 | MISSION, VISION, VALUES

Historic Mission & Vision Statements

The Town of Ledgeview has had a community vision statement adopted since 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."

Ledgeview also has a more specific mission statement that speaks to the governmental organization. This was also adopted in 2011:

"The Town of Ledgeview is a policymaking, governmental organization that plans and invests for orderly and appropriate community development while promoting opportunities and protecting its citizens, businesses, 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."

<u>**Revisiting Mission and Vision Statements**</u>

A Mission, Vision and Values workshop was facilitated with staff and elected officials on July 19, 2022. During this session, we challenged participants to revisit their broad community vision and to frame specific, measurable missions for the organization within the ten-year timeframe of the strategic plan.

Community vision, revisited:

In small groups of participants, we asked those in attendance to frame an aspirational purpose to guide the organization – and to make this something that may or may not functionally be attainable. We encouraged the use of superlatives in this process to find consensus behind the vision and direction for the organization. Aspirational purposes or vision statements crafted by the group were as follows (as organized into like categories).

A community of choice that is high value with an excellent reputation
· The most progressive Town in Brown County

· The most premier community along the Niagara Escarpment for quality of life, community, and services.

· To be the highest assessed valuation community in Northeast Wisconsin.

· To be the most sought-after community in the State of Wisconsin.

A highly livable community
· The best place to live in the Northern United States.

· To have the best hometown downtown in Brown County. (Hometown downtown was defined as locally-owned shops and restaurants).

· To provide the safest and most resident-friendly community in Northeast Wisconsin.

The highest quality residential services
· To deliver the highest quality of services to residents in the region.

· To offer the highest quality of residential services in Northeast Wisconsin.

These vision statements are in-line with the strengths outlined in the organizational SWOT Analysis. The two primary strength buckets for the organization were **Quality of Community** and **Quality of Organization**.

10-year mission, within the timeframe of this strategic plan:

In small groups, participants crafted upwards of two dozen unique mission statements, but they all contained similar themes of customer service, quality of community, and livability. Participants voted on the mission statements that they felt would bring the organization as close as possible to the shared vision for the community. Three mission statements had the most consensus behind them once voted upon, and these were:

· To offer the highest quality of community and government services to new and current residents.

· To enhance our reputation in the region as the community of choice for all residents.

· We pride ourselves on delivering the best services to current and potential residents.

As is evident with the similarities of these three, staff and elected officials share a goal of enhancing the quality of services to residents' benefit over the next ten years and to continue to be defined as a community of choice with a reputation for excellence.

<u>**Defining Values for Ledgeview**</u>

Organizational Core Values

In small groups, participants identified 2-3 individuals who were top of mind when thinking of a positive individual who

played a major role in local government or within the community. Each group assigned top values to the person that they had thought of, and a list was compiled of values that defined Ledgeview at its best. This list was refined down through a voting process to reach 4 core values. The full list of values is included in the word cloud visualization. This visualization is weighted (larger words indicate a higher number of votes for that value).

The final core values list that the group agreed upon included:

· Dedicated

· Family-oriented

· Professional

· Hardworking

Statement of Values

It was desired by the organization that the final strategic plan deliverable include a statement of values. The goal was to be able to use this statement of values in a human resources capacity, to both attract new team members and to onboard new hires. The statement of values below has been crafted by the consultant teams using themes from interviews and workshops.

Collectively and individually, as team members for Ledgeview, we hold these core values:

· We are **DEDICATED** to our residents and to our team members. We take pride in delivering the highest quality services to Ledgeview residents and we help one another to accomplish that goal.

· We are **FAMILY-ORIENTED** as an organization. We strive to create a workplace where we recognize and value the importance of our families at home. Flexibility, trust, and benefits that prioritize our employees' ability to be with their families make us an organization of choice.

· We are **PROFESSIONALS** and we treat our responsibilities as such. While we have fun together in the workplace and enjoy coming to work each day, we protect and preserve Ledgeview's reputation for excellence by conducting our jobs in a pleasant and professional manner.

· We are **HARDWORKING** when it comes to meeting the high expectations our residents have and for delivering high quality services. As a fast-growing community, we know that we all must work hard together to reach our goals.

Our 10-year mission:

Over the next ten years, we seek to offer the best and highest quality resident services in Northeast Wisconsin.

Our 10-year vision:

In ten years' time, we aim to be one the most highly sought-after and livable communities in the Midwest.

6 | ENVIRONMENTAL SCAN

Population Trends

The **Town** of Ledgeview has more than doubled in population since 2000. It is projected to grow an additional 1,133 by 2027. The annual population growth rate is projected to be 1.4% in Ledgeview. This growth is projected to occur solely in the De Pere School District and will outpace population growth in Brown County (0.34%). More than two-thirds of the population is between ages 15-64 (67.4%). The chart below illustrates projected changes by 2027 in the population by cohort.

The population of Ledgeview is predominantly white (90.6%) which is significantly higher than Brown County (78.8%).

Ledgeview Population Growth Trends

Data Source: ESRI Community Profile.

TOWN OF LEDGEVIEW
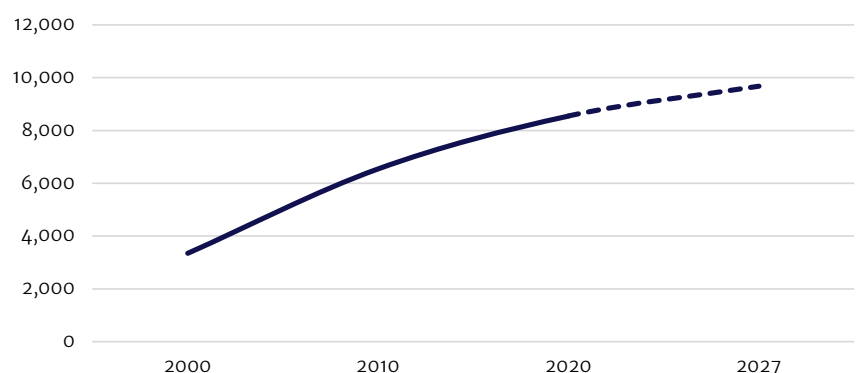
Estimated Annual Population Growth Rate (2022-2027)
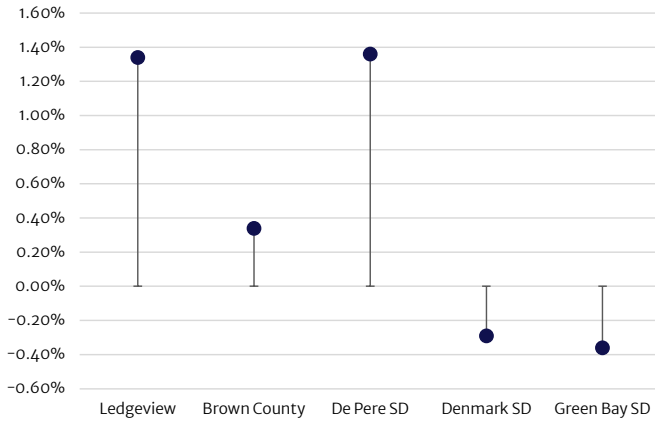
Data Source: ESRI Community Profile.

Comparison of Population by Race/Ethnicity (2021)
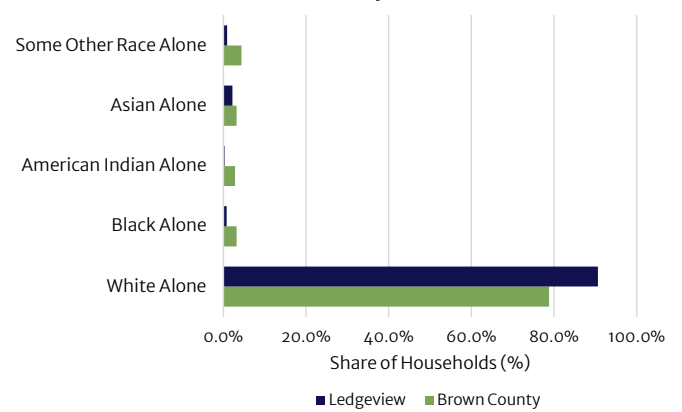
Data Source: ESRI Community Profile.

Ledgeview Age Cohort Trends
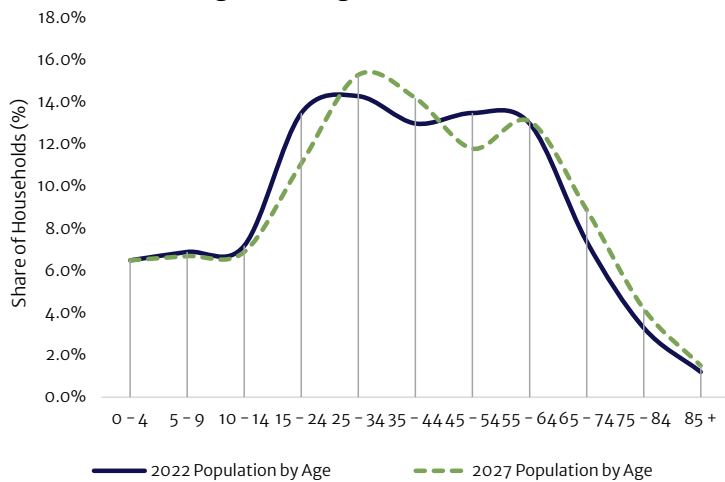
Data Source: ESRI Community Profile.

Household Trends

Household growth has exceeded population growth. It has grown 2.83 times the count of households in 2000. However, household growth is projected to plateau in the next five years adding a modest 265 households by 2027.

Annual Household Growth Rate (2022-2027)
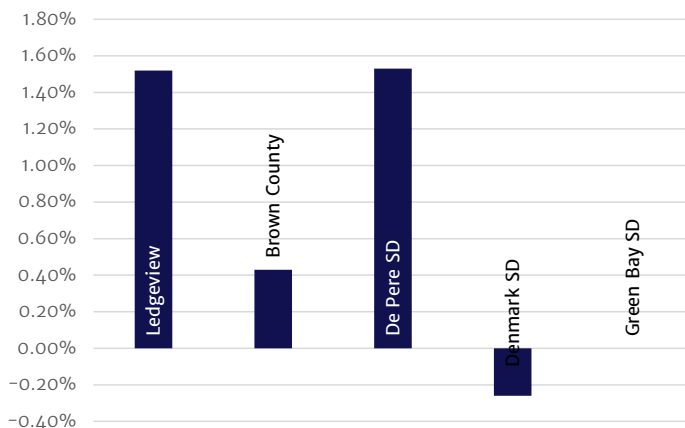
Data Source: ESRI Community Profile.

Employment

The top three industries Ledgeview residents over age 16 are employed in are services, manufacturing and retail trade. A higher percentage of Ledgeview residents are employed in the following industries compared to the share of Brown County residents as a whole:

- Manufacturing
- Wholesale trade
- Finance, insurance, and real esatate
- Services

Employed Population 16+ by Industry (2021)
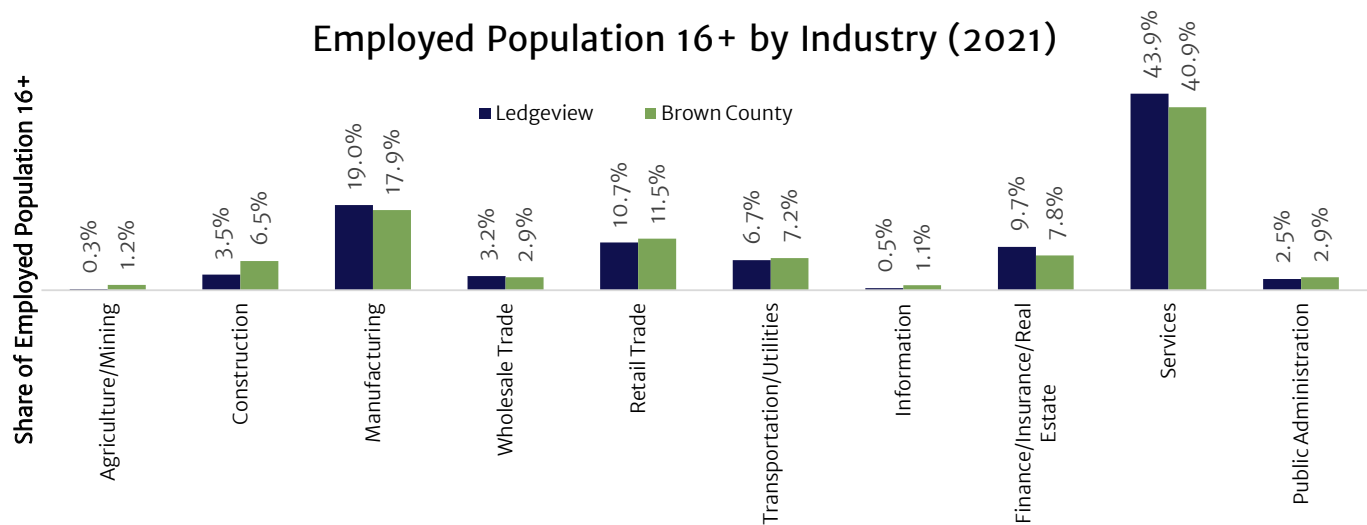
Data Source: ESRI Community Profile.

Income

The largest share of Ledgeview residents earn between $100,000 and $149,999 (30%). The next highest income cohort is $50,000 to $74,999 (14.2%). Brown County, as a comparison, is fairly evenly distributed between the income cohorts as the following chart illustrates.

Comparison of Households by Income (2022)
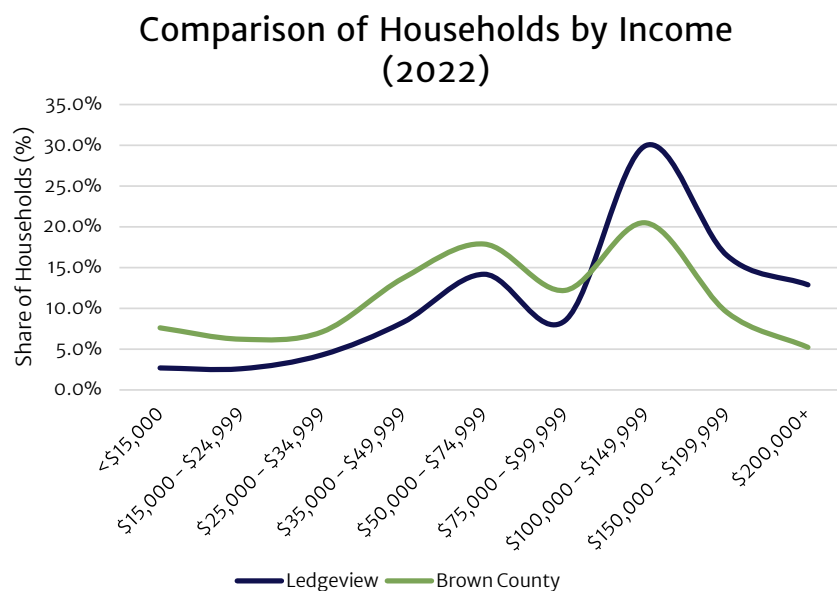
Data Source: ESRI Community Profile.

The median household income (MHI) in Ledgeview ($110,412) is significantly higher than Brown County's MHI ($70,226). However, households within the Green Bay School District (SD) are the highest income earners ($120,476). ESRI projects that by 2027, MHI in Ledgeview will increase approximately $18,000. According to the chart above, a large portion of that income growth will occur in the De Pere and Denmark School Districts.

TOWN OF LEDGEVIEW

Median Household Income
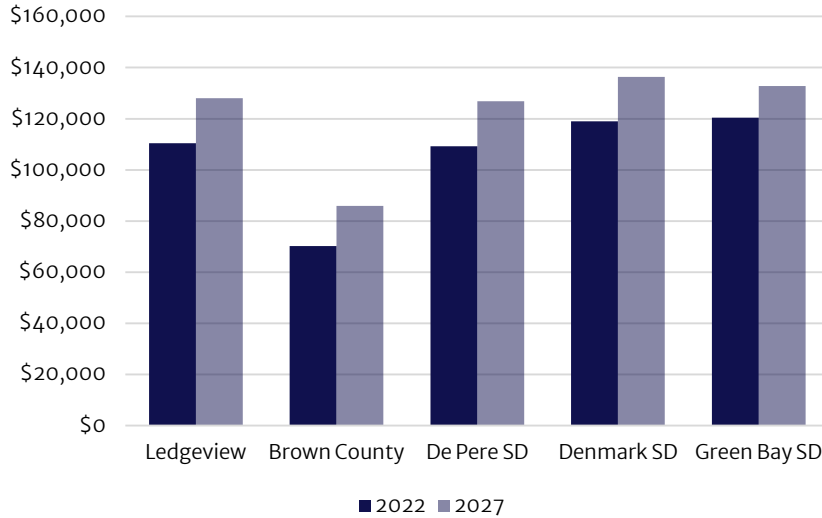
Data Source: ESRI Community Profile.

Housing

Housing tenure changed significantly between 2000 and 2010. Since then, the share of housing units by tenure has remained consistent with owner occupancy ranging from 63-65%, renter occupancy between 29-32%, and vacancies ranging from 3-5%.

The average home value is higher in Ledgeview ($333,070 than in Brown County ($238,906).

Ledgeview Change in Housing Tenure over Time
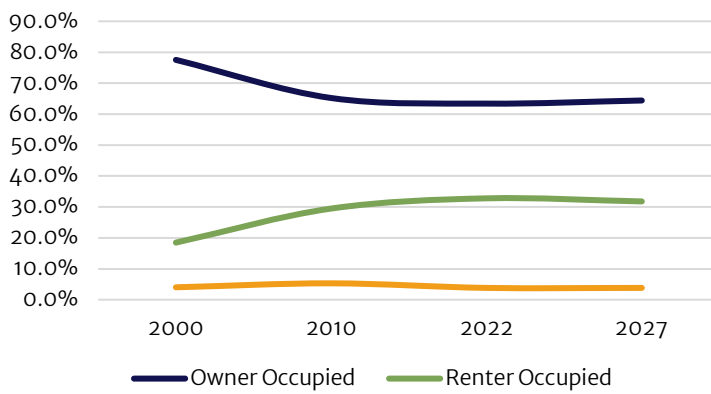
Data Source: ESRI Community Profile.

Average Owner-Occupied Home Value

Ledgeview	Brown County	De Pere SD	Denmark SD	Green Bay SD
$362,607	$278,550	$364,914	$383,182	$369,565
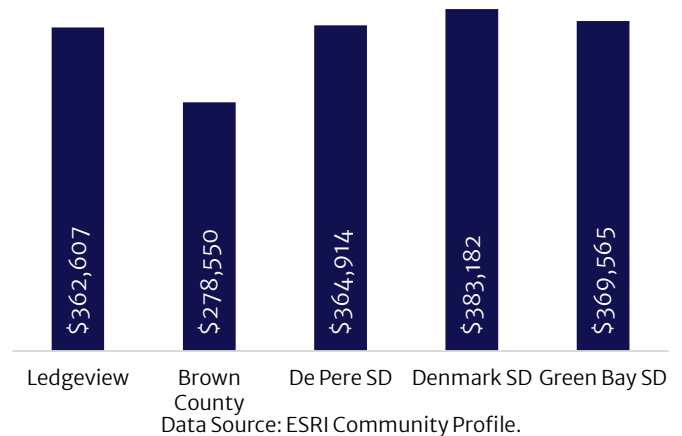
Data Source: ESRI Community Profile.

Comparison of Owner Occupied Housing Units by Value (2022)
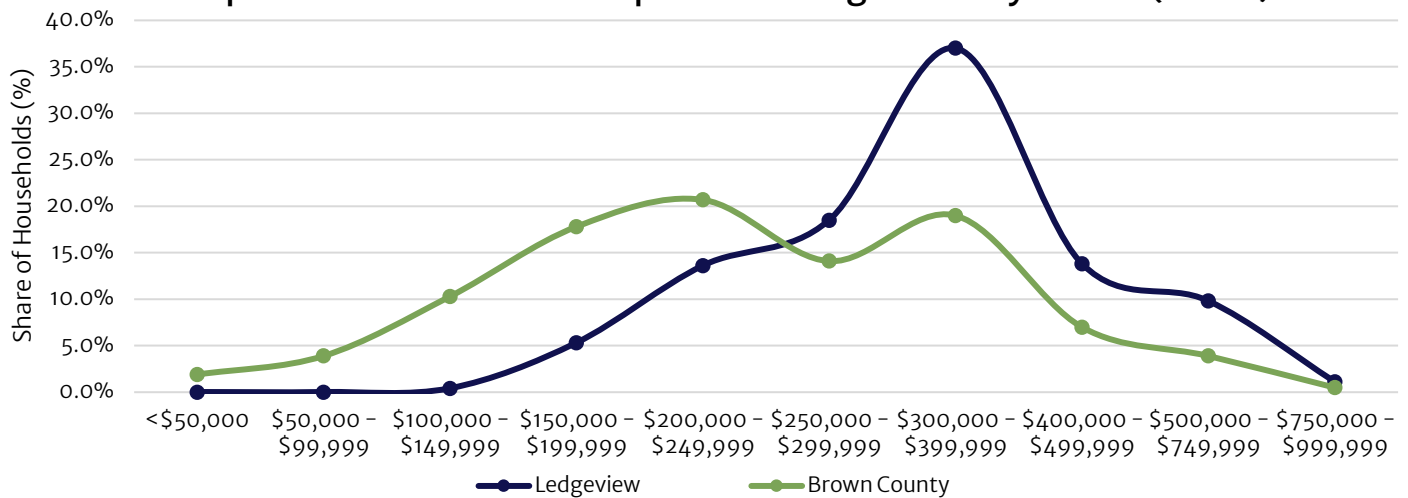
Data Source: ESRI Community Profile.

7 │ STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

A key starting point for a municipal strategic planning process is conducting a SWOT analysis. This step requires elected officials and staff to look internally (and often look past an inherent ego that we bring to our professions). All organizations have positive features (strengths), and all organizations have room for improvement (weaknesses). An honest assessment of where an organization can grow and improve itself is key to having productive strategic planning with staff and elected officials. As consultants, we always remind municipalities that organizational problems do not have to become personal problems. But individual staff can play an important role in their organizations' continual self-improvement.

Strengths

Organizational strengths are those which must always be protected and preserved. All actions should be taken with the internal perspective in mind 'will this help to protect and preserve our strengths?'.

Ledgeview's strengths fall into two categories: **Quality of Organization** and **Quality of Community**. These are detailed further below.

Quality of Organization:
- Exceptional workplace culture
- Staff trusts leadership
- Staff feel valued
- Strong team mindset in staff
- Flexible and family-oriented organization

Quality of Community:
- Stable and progressive place
- High-growth and high-quality community
- Residents receive excellent customer service
- Country living with city amenities
- Very neighborly community
- High quality public spaces
- Well-maintained community
- High quality of life

Opportunities

Opportunities are the tools that can be used to address weaknesses and threats, and by doing so, serve to protect and preserve strengths. Opportunities often take the form of **policy change, leadership setting expectations,** or **resources** (staff, contractors, technological enhancements to deliver a service). Strategic planning is a particularly helpful process for leadership to set expectations. It can be easy to stay on the hamster wheel of a municipal budget cycle and avoid major changes, but the thoughtful and honest discussion around weaknesses and threats presents a unique opportunity for leadership to establish priorities and expectations for the near to long-term future.

Ledgeview's opportunities fall into four categories: **More Resident Services, Better Resident Engagement, Attracting Highest Quality Development,** and **Maximizing Revenue Sources**. These are detailed further below.

More Resident Services:
- Offering expanded Public Works services such as bulk garbage, curbside brush and leaf collection
- Bringing contracted Public Works services such as snowplowing and street sweeping in-house
- Adding another polling station
- Consider adding another fire station
- Work toward co-programming and reciprocity with neighboring communities for recreation programs

Better Resident Engagement:
- Website update to include polling features
- Prioritizing more education for residents on where their property tax dollars go

Attracting Highest Quality Development:
- Use residential developer financing as a carrot to ensure dedicated out lots as public space, trail connectivity, and preservation of natural space in new development
- Prioritizing neighborhood center development
- Proactive vs. Reactive attitude in attracting commercial development

Maximize Revenue Sources:
- Review hydrant rental fees as compared to regional precedent
- Ensure impact fees are maximized to fund future needs in service delivery
- Evaluate restructuring Sanitary District into a Utility District

Weaknesses

Weaknesses are liabilities that threaten an organization's strength. Weaknesses are imminent – either already facing the organization or soon to be facing the organization. Because of the liability they pose to an organization's strengths, weaknesses are targeted head-on in a strategic planning process. Our strategic planning process challenges staff to define outcomes first (when you consider this challenge, what outcome do you wish you were facing?). From there, we work backwards to break down big picture outcomes over a ten-year timeframe into small, manageable action steps divided into four smaller timeframes.

Ledgeview's weaknesses fall into four categories: **Lean Staffing, Technological Challenges, Building Inspection Service Delivery,** and **Economic Development Strategy**. These are detailed further below.

Lean Staffing:
- Limited time for professional development
- Onboarding process needs improvement
- Zoning code needs updates, but limited time to prioritize
- Better communication of deadlines needed intra-departmentally
- Different mindsets between Town Board and Sanitary District on contracted services
- Limited time for code enforcement

Technological Challenges:
- Software/technology has not kept pace with community's growth

Building Inspection:
- Lack of ownership regarding Building Inspection tasks
- Poor customer service experience for residents

Economic Development:
- Need to focus more on commercial growth
- Don't have time to be more proactive in attracting development

Threats

Threats are liabilities, like weaknesses, but they are smoke rather than fire. These should still be monitored by an organization, but they are not as imminent as weaknesses. These are often bigger or more existential challenges than an organization must address. The strategic planning process offers a unique opportunity for staff and elected officials to thoughtfully consider these bigger picture challenges and work toward defining a desired outcome.

Ledgeview's threats fall into five categories: **Contracted Service Dependence, What Does it Mean to be a Town?, Identity Disconnect, Public Safety Service Delivery,** and **Strengthening Local Relationships**. These are detailed further below.

Contracted Service Dependence:
- Workforce challenges broadly will impact contractors and may jeopardize service
- Highly concerned about snowplowing emergencies and dependence on contractors
- Public Works is strained by rate of growth and cannot do many functions in-house without more staff or equipment

What Does it Mean to be a Town?
- Need to understand resident wants vs. Needs and decide what is practical and feasible to be provided
- Residents less satisfied with quality of some services
- Thoughtful discussion about incorporation vs. Consolidation vs. Remaining a town.

Identity Disconnect:
- Addressing and school district naming lead to disconnect for Ledgeview residents
- Residents' desire to access De Pere services

Public Safety Service Delivery:
- Population growth is outpacing public safety service model
- May need a higher level of coverage for police services in near future

- Need improved facilities for paid–on–premise Fire Department staff in near future

Strengthening Local Relationships:
- Desire for boundary agreements with neighboring De Pere and Bellevue
- Ledgeview not in a good position to negotiate shared services with neighbors
- May need to become more dependent on neighboring communities in future
- Strong concern of losing land to annexation

	Strengths	Weaknesses
Existing	**Quality of Organization**	**Lean Staff**
	Exceptional culture	Utilizing professional development benefits can be challenging with workload of some departments
	Staff trusts leadership	Onboarding process needs improvement
	Staff feel valued	Zoning code needs updates, but no time to prioritize
	Strong team mindset in staff	Better communication on deadlines needed intra departmentally
	Flexible and family-oriented organization	Different mindsets between Board and Sanitary District on contracted vs. in-house services
		Limited time for code enforcement responsibilities
	Quality of Community	**Tech Challenges**
	Stable and progressive place	Software/technology has not kept pace with community's growth
	High-growth and high quality community	**Building Inspection**
	Residents have great customer service with Town staff	Lack of ownership on Inspection tasks
	Country living with city amenities	Poor customer service experience for residents
	Very neighborly community	**Economic Development**
	High quality public spaces	Need to focus more on commercial growth
	Well-maintained community	Don't have time to be more proactive on attracting development
	High quality of life	

Opportunities

Threats

Potential

Opportunities	Threats
More Resident Services	**Contracted Service Dependence**
Offering more resident services such as bulk garbage, curbside brush/leaf pickup	Workforce challenges broadly will impact contractors and may jeopardize service
Bringing contracted services such as snow plowing, street sweeping in-house	Highly concerned about a snowplowing emergency with dependence on contractors
Add another polling station	DPW is strained by rate of growth and cannot do many functions in-house without more staff/equipment
Work toward co-programming and reciprocity with De Pere for rec programs	
Better Resident Engagement	**What does it mean to be a Town?**
Website updates to include polling features and more online customer service capabilities	Role of DPW changing from baseline services to include "Village-like" amenities like beautification projects, demarcation, etc.
Prioritizing more education for residents on where their property tax dollars go	Residents less satisfied with quality of some services (chip sealed roads, for example)
	Some feel incorporation is worth discussing, others do not. Need to have a firm decision on whether Town is best government model for forseeable future.
Attract Highest Quality Development	**Identity Disconnect**
Use residential developer financing as a carrot to ensure dedicated outlots as public space, trail connectivity and preservation of natural space in new development	Addressing and school district lead to a disconnect on being Ledgeview residents
Prioritize neighborhood center development	Residents don't understand why they can't access De Pere services
Be proactive vs. reactive in attracting commercial development	
Maximize Revenue Sources	**Public Safety**
Review hydrant rental fees as compared to regional precedent	Population growth is outpacing public safety service model
Ensure impact fees are maximized to fund future needs in service delivery	May need a higher level of coverage for police services in near future
	Need improved facilities for paid on premise FD staff as need reaches that point
	Local Relationships
	No boundary agreements with De Pere/ Bellevue
	Ledgeview not in a good position to negotiate shared services with Village/City
	May need to work more with De Pere but not in the best relationship place to pursue that
	Strong concern of losing land to annexation to De Pere/Bellevue

8 | STRATEGIC PLANNING WORKSHOPS

Two workshops were held with staff (on June 8, 2022) and with elected officials (on June 13, 2022). One individual workshop was held with a board member who was unable to attend the regular session on June 9, 2022. The workshops were focused on defining community vision and defining desired outcomes within the identified weaknesses and threats from the organizational SWOT Analysis.

Defining Community Vision

Staff and elected officials were challenged to brainstorm key words and sentences describing how they hoped Ledgeview to be as an organization and a community ten years into the future. These words and sentences were clustered into like groups and were titled. The five titles or categories for a future vision of Ledgeview were: Rich Commercial Districts, Healthy − Livable − Beautiful, Acknowledging that Change is Hard, Internal Operations Running at 100%, and Full−Service Community with a Distinct Identity.

Staff Vision of Ledgeview 2032

- Tourist Destination
- GV Corridor
- I-43 business park
- **Rich Commercial Districts**
- Develop Downtown
- Focus on commercial develop.
- Attract more Small Businesses

- More Services
- Own zip code
- Urban & highly populated
- **Full−Service Community with a Distinct Identity**
- Joint Fire Dept.
- Well−maintained facilities & equipment
- Fully staffed
- Village

- **Acknowledging that Change is HARD**
- Changing role of DPW

- Multi-modal connections
- Rec programs
- **Healthy, Livable, Beautiful**
- Natural features preserved
- More parks and trails

- Improved internal organization
- **Internal Operations Running at 100%**
- Better Public Works operations
- Excellent communication

Board Vision of Ledgeview 2032

- Commercial Development Booming
- High value destination draws
- **Rich Commercial Districts**
- Diversified tax base
- Fill in what we have (not develop new)
- Attract more businesses

- Explore consolidation
- Explore incorporation
- Protect boundaries
- **Full−Service Community with a Distinct Identity**
- Joint Fire Dept.
- Remain a safe community
- Self−sufficient
- Develop borders for growth

- **Acknowledging that Change is HARD**
- Stop fighting the same battles

- Not over−built
- Multi-modal connections
- A place for families
- **Healthy, Livable, Beautiful**
- Pedestrian destination
- More parks and trails

- Continue with staffing that works together
- **Internal Operations Running at 100%**

Defining Outcomes for Weaknesses and Threats

Staff and elected officials divided and conquered the nine weaknesses and threats that the organization is currently or will likely be facing in the near future. Staff reviewed the topics of Lean Staffing, Technological Challenges, Building Inspection Service Delivery, Strengthening Local Relationships, and What Does it Mean to be a Town?. Elected officials reviewed the topics of Economic Development, Contracted Service Dependence, Identity Disconnect, Strengthening Local Relationships, and Public Safety Service Delivery.

Working in small groups of 2-3 people, both workshops consisted of an exercise where participants defined the outcome they hope to reach on the issue in 10 years, brainstormed specific action steps to reach that outcome, and assigned prioritization. Prioritization used a 1, 2, 3 process with one being defined as an emergency, two being defined as important but not urgent, and three being defined as a nice to have outcome that isn't an emergent issue.

Why this Approach Works

This strategic planning approach puts the do-ers (staff) and decision-makers (elected officials) in the driver seat for their own planning document. Staff consensus and elected official buy-in are critical to developing strategic plans which can be implemented. Our firms take direct feedback from staff and elected officials in these workshops and use it to build a strategic framework.

The strategic framework spells out clear outcomes (sourced from participant feedback), denotes specific action steps, assigns a timeline for completion (born from the prioritization exercise with staff), and assigns internal leads and resource needs with leadership input. The final strategic plan should look familiar to staff and elected officials as the major ideas within it are their very own.

9 | ACTION PLANS & IMPLEMENTATION

As this plan was developed, Town staff and elected officials were included in a meaningful way in the planning process. Over time, these individuals 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 the coming years, community desires, priorities, and wishes may also change. This document should be reviewed and updated more regularly than once a decade. In fact, as with past strategic planning documents, Ledgeview has had great success in reviewing strategic plans on an annual basis in advance of budget season.

Specific recommendations for implementation and progress measurement in Ledgeview:

Ledgeview uses an employee-initiated performance feedback tool that is open-ended in nature, which also includes an expectations-setting exercise between employee and their respective supervisors. This exercise is already used on an annual basis with all Ledgeview employees. A seamless way to integrate strategic plan benchmarks into this existing process is to incorporate an additional open-ended question specific to the strategic plan. Some examples of what this question could be include:

· Thinking of our 10-year strategic plan for 2022-2032, what outcomes have you been a part of working toward? What outcomes do you feel you'd like to focus on in the coming year?

· Our strategic plan mission for 2022-2032 was "Over the next ten years we seek to offer the best and highest quality resident services in Northeast Wisconsin." What do you see happening in your department that is moving Ledgeview in the direction of that mission?

· Is there an outcome defined in our 2022-2032 strategic plan that you feel we are doing a good job of moving toward within our organization? Is there an outcome that you feel we need to focus more on in the coming year?

A tremendous asset that has recently become a part of the Ledgeview organization is the Community Relations Specialist role. This role has been leveraged to ensure quality of communications across a diverse number of mediums, as well as to reinforce the Ledgeview brand with a consistent voice and message. A recommendation would be to leverage the Community Relations Specialist role in messaging to the public the strategic plan outcomes that the organization is working toward. For example:

· Incorporation of the executive summary of this 10-year strategic plan into the Town's Annual Report, which already includes the organization's mission and vision statements.

· References back to strategic outcomes in public-facing message. Messages should include what the organization is doing (the resident information or call to action) and the big picture reason of why this is happening. For example, "We are conducting a community survey and are counting on your participation (call to action and the what). This will help us to best understand our community members' wants and needs to better serve them (the big picture why)."

Lastly, again utilizing the Community Relations Specialist Role, reporting of metrics and measures should take place more frequently than annually, and this role can help to create visual reporting metrics vs. written narrative. Information consumption for many now happens through skimming vs. reading, and the incorporation of visuals, infographics, or quick takeaways may be digested in a more meaningful way than a long-winded report. If the Community Relations Specialist could incorporate 2-3 visual metrics on a monthly basis to the Town Board, this would likely serve the goal of keeping strategic planning in the front of leaderships' minds and to ensure that data is received in a meaningful way.

Future Planning Considerations

Our firms' goal is to provide our clients with plans that are embraced by staff and leadership, and which are functional to implement. This means that our plans are designed with the end-users' ease of use in mind. We design a strategic framework that provides clear direction and a checklist of action steps to move forward with and a recommended timeline for completion. We know that the unexpected often happens, and changes like leadership movement or staff turnover may interrupt strategic plan implementation.

As such, for plans of this length we recommend a check-in at the end of years 1, 2, and 5 between clients and our firm. In these 30-minute check-in meetings, we meet with clients to understand the following:

· How implementation is proceeding

· How responsible internal leads are implementing their assigned action steps and what barriers to completion exist

· How metrics surrounding implementation are being shared with leadership and key funders

· How the public / customer base is responding to the strategic goals and statement of values

Our firms will follow up directly with Ledgeview in:

· September 2023 (1 year from plan adoption)

· September 2024 (2 years from plan adoption)

· September 2027 (5 years from plan adoption)

We recommend that all strategic plan clients begin initiating the planning process for their next strategic plan in the final 12-months of their current plan scope. For this current plan, we recommend that Ledgeview begin in earnest the process of soliciting a new firm for a next five or ten-year iteration in the beginning of 2031.

ADDRESSING LEAN STAFFING

Lean staffing was a weakness identified in the organizational SWOT Analysis. Ledgeview's small organizational size can be a blessing and a curse – it allows for ambitious staff to innovate and take on a wide breadth of responsibility, but it can also be limiting in terms of finding time for continued growth and professional development. Organizationally, staff who feel that they are juggling too many priorities may not have the capacity to be as collaborative as desired with peers. Comments from staff noted that the employee onboarding process could be formalized and enhanced, and that information technology support is an emerging need within the organization.

Strategic Priorities for Addressing Lean Staffing

These strategic priorities are detailed in the strategic framework, with specific action steps aligned to each outcome.

1. As Ledgeview continues to grow, the organization grows with it, and becomes more specialized.

2. Community Development Department is formally established and reporting structures within the department are clear.

3. The Administration Department expands to adequately manage organizational growth.

4. Intra-departmental collaboration is enhanced to reduce silo-ing between departments.

Consultant Recommendations

Beyond what was generated from a staff and Board level on this topic, the consultants recommend the following:

· Treat the phased organizational chart (included in the plan addenda) as a living document. The document is phased in three periods over the ten-year lifespan of this strategic plan. Evaluate at the departmental level annually needs and gaps and implement the addition of positions or restructuring of departments as needed. This may pivot from what the organizational chart prepared in 2022 predicts.

· Create the Community Development Department formally by ordinance, but currently, the creation of a defined

Ledgeview 10-Year Strategic Plan

SWOT Challenge: Addressing Lean Staffing Where Most Needed

Reviewing Team: Ledgeview Staff + Contractors

Desired Outcome by 2032	Action Steps to Reach Outcome	Timeline to Complete Action Steps	Resources Needed to Complete Action Step	Internal Lead on Action Step
1. As Ledgeview continues to grow, the organization grows with it, and becomes more specialized	Adopt an organizational chart for future growth, indicating future roles that may be created.	ASAP	Leadership to set expectation	Board
	Each department to conduct an evaluation of their skills inventory and identify gaps annually.	2023–2025	Leadership to set expectation	Department Heads
2. Community Development Department is formally established and reporting structures within the department are clear.	Bring forth ordinance recommendation to Board to formally create a Community Development Department.	2023–2025	Policy change	Administrator
	Evaluate workload and job descriptions and ensure that staffing is adequate for high-growth of community.	2023–2025	Research	Board, Administrator
3. The Administration Department expands to adequately manage organizational growth.	Create a Director of Personnel and Risk Management role as the head of the Administration Department. This role will offload personnel compliance and risk management responsibilities from the Administrator.	2023–2025	Budgetary support	Board, Administrator
	Create an IT Coordinator position within the Administration Department.	2026–2028	Budgetary support	Board, Administrator
	Create a detailed employee onboarding proces to ensure best ROI in getting new employees up to speed.	2026–2028	Research, Leadership to set expectation	Administrator, Director of Personnel and Risk Management
4. Intra-departmental Collaboration is enhanced to reduce siloing between departments.	Design an intentional program or initiative to help employees understand one another's roles.	2029–2032	Leadership to set expectation	Administrator, Director of Personnel and Risk Management
	Prioritize job shadowing or cross-training to better understand one another's roles. Ensure that board understands roles and responsibilities of DPW crew, too.	2029–2032	Leadership to set expectation	DPW Department, Director of Personnel and Risk Management
	Use gaps identified in service delivery as a means to explore cross-departmental solutions.	2029–2032	Leadership to set expectation	Board, Department Heads

**Note: Fire Department structure is discussed under the Public Safety topic, but also has relevancy here.*
**Note: Resident wants and needs are discussed under the Town Identity topic, but also has relevancy here.*
**Note: Public Works and Parks Recreation and Forestry staffing are discussed under the Contracted Services topic, but also have relevancy here.*
**Note: Community Development Department staffing is discussed under the Building Inspection and Economic Development topics, but also have relevancy here.*

Community Development Department Head does not appear to be a clear or pressing need. The Administrator has a keen interest in expanding her economic development capacity within the organization and can be a de-facto department head for Community Development if some of the Administration Department responsibilities are shifted off her plate.

- A priority department for expansion immediately is the Administration Department. The creation of a Personnel and Risk Management Role within the Administration Department will complement the current Administrator's skillset. Personnel and Risk Management can focus heavily on the processes and compliance of personnel recruitment and onboarding, as well as offering direct management to Administration staff. The current Administrator can focus more broadly on staff development, big-picture organizational management, and economic development initiatives.

- While the relationship with Camera Corner is working well for information technology support, it is predicted at this time that an IT Coordinator role will be needed within the organization in 3-6 years' time.

ADDRESSING INADEQUATE TECHNOLOGY IN GOVERNANCE

Inadequate technology was a weakness identified in the organizational SWOT Analysis. Ledgeview's rapid growth as a community, and significant internal growth in role creation within the organization has not been matched with rapid adoption of contemporary software and technology solutions. In keeping with the Town's innovative nature, staff have many self-built and designed systems that they've used at a low cost to enhance processes. The expansion of staff size and recruitment of new employees who had worked for larger peer municipalities has brought an expectation with it that Ledgeview would adopt software and technology used in peer communities. Finding technology solutions, delivering adequate training for employees, and ensuring that technology improves intra-departmental communications will create efficiencies and reduce silo-ing.

Strategic Priorities for Addressing Inadequate Technology

These strategic priorities are detailed in the strategic framework, with specific action steps aligned to each outcome.

1. Better functionality for individual hardware is achieved.
2. Individual departments have contemporary software tools to increase their department's efficiency.
3. Staff are using simple and user-friendly internal software programs.
4. Staff have the IT support and equipment that they need to do their jobs well.
5. Ledgeview is competitive in terms of technology use.

Consultant Recommendations

Beyond what was generated from a staff and Board level on this topic, the consultants recommend the following:

- Consider software programs that allow for enhanced communication between departments, which may or may not have a project management component. For example, a building inspection permitting software program may alert the Clerk Department of the need for a new ward creation at the time of new home starts.
- A major software program that would reduce staff time spent on redundant and low skill administrative tasks would be the implementation of an agenda management program. This program is often available through suppliers that municipalities are already using for ordinance and municipal code management. Agenda management programs allow departmental users to upload their own agenda items, develop templates to expedite agenda creation, and reduces the need for one staff person to assemble agendas on a weekly or monthly basis. Some agenda management programs further allow for templating and automation of meeting minutes, reducing staff time spent on a highly redundant task.
- As an additional benefit to residents and board members, agenda management tools allow for easily searchable meeting minutes, agendas, and packet materials on your website. If a resident is desiring to search for legislative history on a specific search term, such as "dog licenses", they will be able to readily see minutes and agendas that address this issue. At present, the only way for a resident to search for legislative history is to download multiple PDFs of minutes and agendas and search them within the PDF. This is highly inefficient and requires a staff member to upload individual documents to the website on a weekly basis. In short, public meetings are a key function of local governance. The more automation that can be brought to the agenda and minutes management portion of this function, the better use of your staff time.

SWOT Challenge: Address Inadequate Technology in Governance
Reviewing Team: Ledgview Staff + Contractors

Desired Outcome by 2032	Action Steps to Reach Outcome	Timeline to Complete Action Steps	Resources Needed to Complete Action Step	Internal Lead on Action Step
1. Better functionality for individual hardware is reached.	Inventory all technology assets and implement a depreciation and replacement schedule to ensure that technology remains functional. Create an IT Capital Fund to support future technology need in the 2023 budget cycle.	ASAP	Leadership to set expectation	Administration Department
	Explore newer and / or other hardware options.	2023–2025	Research	Department Heads
	Evaluate use of laptops vs. iPads vs. tablets.	2023–2025	Research	Department Heads
	Explore solutions to staff in-field being able to connect to services.	2023–2025	Research	Administrator
2. Individual Departments have Contemporary Software Tools to Increase their Department's	Research agenda / minute management software (All Departments)	2023–2025	Research	Administrator, Clerk Department
	Deploy agenda / minute management software internally.	2023–2025	Budgetary support	Department Heads
3. Staff are using simple and user-friendly internal software programs.	Research people management software tools in use in similarly sized communities. (This might include features such as recruitment, employee data management, payroll and benefits functionality that would be useful to the Finance and Administration Departments).	2023–2025	Research, Budgetary support	Director of Personnel and Risk Management
	Evaluate IT support that will be needed when other services or functions are added to the organization.	2023–2025	Research	Department Heads
4. Staff have the IT support and equipment that they need to do their jobs well.	Continue relationship with Camera Corner for IT support.	2026–2028	Leadership to set expectation	Administrator
	Departments continually identify and prioritize software or programs that will enhance productivity.	2026–2028	Research	Department Heads
	Identify training resources for staff when employees turnover or new programs are deployed.	2026–2028	Research	Director of Personnel and Risk Management
5. Ledgeview is competitive in terms of technology use with peer communities.	Continue to manage the IT Capital Fund to fund future software and hardware needs for the organization that are not yet defined.	2029–2032	Budgetary support, Leadership to set expectation	Board, Administrator

**Note: Building Inspection and Code Enforcement software is discussed under the Building Inspection topic, but this has relevancy to the Technology topic, too.

⚙ BUILDING INSPECTION CUSTOMER SERVICE

Building Inspection customer service was a weakness identified in the organizational SWOT Analysis. The challenge of delivering a high standard of customer service in the area of building inspection is not a challenge unique to Ledgeview, and this is a highly specific field area that is significantly understaffed in Wisconsin and nationally. Ledgeview's rapid growth over the past two decades in suburban home construction has strained the organization to consistently deliver customer service that aligns with resident and contractor expectations. The UDC/UCC Building Inspection functions are presently contracted to a long-time contracted staff member, and a Zoning Administration and Code Enforcement role was created within the last five years within the organization. There has been significant thought dedicated to the best structure of this service – should it be an in-house function? Should it remain contracted, but the contract be expanded? Consensus is clear that the current FTE and structure of the department does not facilitate the best possible customer service experience. Staff and the Board highly desire that the experience is enhanced, as a top priority.

Strategic Priorities for Building Inspection Customer Service

These strategic priorities are detailed in the strategic framework, with specific action steps aligned to each outcome.

1. New technology is used to enhance user experience for permit application and issuance.
2. Internal and External expectations are clearly established for Building Inspection, Code Enforcement, and Zoning Administration to improve customer service experience.
3. Community Development Department communications are streamlined, and department functions are supported with appropriate staffing resources.
4. Community Development Department structure is evaluated internally 3-5 years into the future to evaluate needs at that time.

Consultant Recommendations

Beyond what was generated from a staff and Board level on this topic, the consultants recommend the following:

- At this time, it is not recommended that the contracted service for building inspection be discontinued. This is largely due to workforce shortage issues nationally and industry shortages within this field. It would be quite difficult for Ledgeview to recruit a qualified and licensed building inspector to join the organization at this time.
- That said, there needs to be clarification of expectations and process alignment within the Community Development Department and throughout the organization of WHO is responsible and accountable for responding to WHAT types of questions. To an average resident or non-Community Development Department employee, anything related to a permit, or an inspection is a "Building Inspection question". This is not functionally the case. Licensed Building Inspectors are licensed specifically to address Uniform Dwelling Code (UDC – residential), and Uniform Commercial Code (UCC – commercial and multifamily) structural questions. They are also licensed to perform the five points of inspection on new construction or remodeling projects (foundation, framing, insulation, mechanical, and granting final occupancy). If licensed in electrical and/or plumbing, they are further licensed to perform electrical and plumbing-specific inspections.
- Anything that is not governed by the Uniform Codes (dwelling or commercial) is considered a local jurisdiction item and therefore a zoning concern versus a building inspection concern. Fencing, sheds, pools, decks, egress windows, and the like are governed by the local zoning code and are therefore the purview of the Zoning Administrator.
- A major inefficiency and frustration within the Community Development Department is feeling that inappropriate questions are routed (not an efficient use of staff time) and that incomplete permit applications are submitted (necessitating multiple reviews and customer follow up). The best means to appropriately route inquiries and ensure permit application completion is to add a first line of defense to the department – in the form of a friendly administrative support role. This role would be the primary point of contact for residents and builders and would have a broad range of knowledge to understand pricing, permit application submittal requirements, answer basic questions on a wide variety of projects, and know where to appropriately route inquiries.
- An additional departmental need is more dedicated time for Code Enforcement work. The current Zoning Administrator has expressed interest in this becoming more of a priority within his workload. Should the creation of the administrative support role find efficiencies and garner additional time for this to be a priority, all the best. If Zoning Administration and customer support on zoning specific questions takes up the majority of this staff member's time, it is important that code enforcement not fall to the wayside. Code enforcement is a major tool to protect the quality of the built environment in Ledgeview – a major selling point and key strength for the community. If the time is not present for the current staff to manage the code enforcement workload, a part-time employee should be brought on in that role.
- An additional consideration for building inspection that overlaps with the Fire Department is the provision of fire inspections. The current Fire Marshall is nearing retirement, and there is an opportunity to look at consolidating fire inspections into the Building Inspection departments' suite of services. Ensuring safe built environments in Ledgeview's commercial property is a key step to protecting the quality of the built environment – a shared goal of both Fire and

SWOT Challenge: Building Inspection Customer Service is Enhanced
Reviewing Team: Ledgview Staff + Contractors

Desired Outcome by 2032	Action Steps to Reach Outcome	Timeline to Complete Action Steps	Resources Needed to Complete Action Step	Internal Lead on Action Step
1. New technology is used to enhance user experience for permit application and issuance.	Research acquisition of a permitting and licensing software program (Clerk and Community Development Departments).	ASAP	Research	Administrator, Community Development Department
	Deploy permitting and licensing software program internally.	2023–2025	Budgetary support	Administrator, Community Development Department
	Accompany launch of new software program with direct communications to builder and developer community to alert them to new process and how it benefits them.	2023–2025	Leadership to set expectation	Community Development Dept
2. Internal and External expectations are clearly established for Building Inspection, Code Enforcement, and Zoning Administration to improve customer service experience.	Improve project intake processes for zoning reviews, code enforcement complaints, and permit reviews.	ASAP	Research, Leadership to set expectation	Administrator, Community Development Department
	Set internal expectation for maximum turnaround time for permit issuance by permit type.	ASAP	Leadership to set expectation	Administrator, Community Development Department
	Set internal expectation for what defines a Zoning inquiry versus a Building Inspection inquiry.	ASAP	Leadership to set expectation	Administrator, Community Development Department
	Set external expectation for minimum turnaround time for permit issuance by permit type.	ASAP	Leadership to set expectation	Administrator, Community Development Department
	Set external expectation for what defines a complete application (depending on permit type).	ASAP	Leadership to set expectation	Administrator, Community Development Department
	Set internal expectation that Inspection and Zoning Coordinator only directs complete applications to BI / ZA for review.	2023–2025	Leadership to set expectation	Administrator, Community Development Department

Goal	Action Item	Timeframe	Support Needed	Responsible Party
3. Community Development Department communications are streamlined and department functions are supported with appropriate staffing resources.	Improve project intake processes for zoning reviews, code enforcement complaints, and permit reviews.	ASAP	Research, Leadership to set expectation	Administrator, Community Development Department
	Create new Inspection and Zoning Coordinator position within Community Development Department to serve as primary customer service point of contact.	2023–2025	Budgetary support	Board, Administrator
	Route all BI/ZA/CE communications through Inspection and Zoning Coordinator role to ensure that calls and emails are appropriately routed.	2023–2025	Leadership to set expectation	Administrator, Community Development Department
	Create new PT Code Enforcement position within Community Development Department if Zoning Administrator role cannot support zoning responsibilities and code enforcement.	2023–2025	Budgetary support	Board, Administrator
	Evaluate if fire inspections should be a part of Fire Department or Community Development Deparment and could there be any overlap of the two services being done by the same person?	2023–2025	Research	Board, Administrator
	Make sure that the zoning and other development related sections of the code are updated periodically.	2026–2028	Research	Zoning Administrator
4. Community Development Department structure is evaluated internally 3–5 years into the future to evaluate needs at that time.	Evaluate if a new department head role is needed for this department and clarify reporting structure.	2026–2028	Leadership to set expectation	Board, Administrator
	Evaluate if Building Inspector role needs to come in-house as a full time position or remain contracted.	2026–2028	Leadership to set expectation	Board, Administrator
	Evaluate if a portion of inspection (such as just residential inspections) can come in-house, while the remainder is contracted out, as a cost-savings mechanism.	2026–2028	Leadership to set expectation	Board, Administrator
	If decision is made to bring Building Inspector role in-house, identify if any current employees would be a candidate for promotion from within for Building Inspector role.	2026–2028	Research	Board, Administrator
	If decision is made to bring Building Inspector role in-house, create funding source for training for internal staff candidate to pursue inspector certification.	2026–2028	Budgetary support	Board, Administrator

Community Development Departments.
- Beyond year three, the consultants do recommend that Ledgeview re-evaluate if in-house inspection services are needed, or if the addition of administrative support has adequately enhanced customer service.

PROACTIVE ECONOMIC DEVELOPMENT

Not having a more proactive economic development position was a weakness identified in the organizational SWOT Analysis. This is truly due to a lack of staff capacity more than a weakness within any existing staff members. Residential growth has dominated staff resources and capacity in recent years, but there is a growing desire from both staff and the Board to see a larger focus on attracting quality commercial and industrial development in the community. There is a desire that Ledgeview be seen as a premier place to invest as a business, as it already has that reputation as a residential community. Fiscally, commercial business development generates a higher density of tax valuation with a lower threshold of ongoing service (once infrastructure is in place). This will support the ongoing fiscal needs of the organization without the high touch level of service demands that residential development brings.

Recommendations made under the Addressing Lean Staffing section note specifically how to ensure that existing staff members (in particular, the Administrator) have the capacity to focus more intentionally on economic development.

Strategic Priorities for Proactive Economic Development

These strategic priorities are detailed in the strategic framework, with specific action steps aligned to each outcome.

1. Ledgeview's tax base diversifies away from its residential focus.
2. Ledgeview designates a point person (or team) to proactive economic development activities.
3. Ledgeview's internal and external economic development processes are streamlined.
4. Investment opportunities in Ledgeview are presented to the development community on a regular basis.

Consultant Recommendations

Beyond what was generated from a staff and Board level on this topic, the consultants recommend the following:

- Once a Personnel and Risk Management Director is onboarded into the organization, the Administrator will have more time and capacity to expand her economic development role. Maximize this capacity by identifying economic development training and professional development opportunities.
- The Board expressed a desire for broad education about economic development and the various strategies and means of attracting development interest (passive – such as marketing online or through site selectors, vs. active – acquiring, assembling, and marketing land opportunities to prospects, for example). It may behoove the Board to engage in an economic development-specific strategic planning effort, or more minimally, fund facilitated focus groups with key stakeholders. Understanding the regional perspective of the development community of Ledgeview as a place to invest and honing in on Ledgeview's key value differentiators as a place to invest are key to informing your unique economic development strategy.
- Ledgeview is planning to engage in a website upgrade in 2023 – this is a timely opportunity to research competitor communities' business and economic development landing pages, and to find examples of features or functions that would be well-suited to Ledgeview's new website. Enhancements might include case studies, site selection mapping plug-ins, or marketing pieces that highlight incentive programs.

SWOT Challenge: Ledgeview Adopts a More Proactive Economic Development Position
Reviewing Team: Ledgview Elected Board

Desired Outcome by 2032	Action Steps to Reach Outcome	Timeline to Complete Action Steps	Resources Needed to Complete Action Step	Internal Lead on Action Step
1. Ledgeview's tax base diversifies away from its residential focus.	Research commercial to residential real estate valuation percentages in comparably-sized peer communities.	2023-2025	Research	Administrator
	Evaluate future opportunities for Town to acquire land in key corridors to promote commercial development opportunities.	2023-2025	Research	Administrator, Board
	Establish benchmark goal of a commercial valuation percentage to achieve by 2032.	2023-2025	Research, Leadership to set expectation	Administrator, Board
	Educate board on economic development staffing models (in-house, contracted).	2023-2025	Research	Administrator, Board
	Educate board on business attraction models (for example: broker relationship, land assemblage, business park development).	2023-2025	Research	Administrator, Board
2. Ledgeview designates a point person (or team) to proactive economic development activities.	Provide educational and professional development opportunities for staff persons who are engaging in economic development work.	2023-2025	Budget line item	Administrator, Board
	Evaluate with Board if economic development needs are better served through staffing or contracted services.	2023-2025	Leadership to set expectation	Board, Administrator
	Consider conducting an economic development strategic plan.	2023-2025	Research, Budget Line Item support	Board, Administrator

Goal	Action	Timeframe	Support	Responsible
	Map out the economic development process and assign clear roles for each team member within the Administration and Community Development Departments. This process will vary depending on if site is new construction or adaptive reuse / redevelopment, or if it is a new or existing business.	2023–2025	Leadership to set expectation	Administrator, Community Development Department
3. Ledgeview's internal and external economic development processes are streamlined.	Reconfigure business and economic development pages on website to be more readily accessible for a prospective investor. This work is anticipated to be done eith the 2023 overall new Ledgeview website update.	2023–2025	Leadership to set expectation	Community Relations Specialist
	Identify and document the rules and regulations that preserve a high standard of quality and shape the community's identity and character. This should be a document more legible and user-friendly than subdivision ordinance or zoning code and should be readily referenced by Plan Commission, Town Board.	2023–2025	Leadership to set expectation	Board, Community Development Department
	Ensure that planning documents (Comprehensive Plan, I-43 Business Park Master Plan, etc) are regularly reviewed and updated.	2029–2032	Research	Community Development Department
4. Investment opportunities in Ledgeview are presented to the development community on a regular basis.	Determine if a separate role would be beneficial to promote Ledgeview to site selectors and real estate brokers. This individual would need to be very familiar with the area and land use goals. This may be a function of the Community Development Department, a contracted service, or a specific economic development task of administration.	2026–2028	Budgetary support	Administrator, Board
	Establish goals for an economic development representative to focus on anchor business recruitment	2026–2028	Leadership to set expectation	Board
	Research acquistion of a real estate aggregator tool (a tool which pulls all active commercial real estate listings) integration into Ledgeview's website to help market available properties in Ledgeview to commercial buyers/developers.	2029–2032	Research	Administrator, Community Development Department

CONTRACTED SERVICE DEPENDENCE

Contracted service dependence was a threat identified in the organizational SWOT Analysis. Threats are considered to be less of an emergent challenge than a weakness, but contracted service dependence has been a recurring theme in the last two iterations of the strategic planning process for Ledgeview. The concern is primarily focused in two areas – contractor capacity and resident expectations. From a capacity standpoint, contractors are facing the same national workforce shortages that all employers are and this may reduce contractor capacity to adequately meet Ledgeview's needs. An ever-present fear is that reliance on contracted snow removal services without full-size equipment will be inadequate in a severe winter storm event. The second point of concern is meeting resident expectations. The premier status of Ledgeview as a choice residential community in Northeast Wisconsin comes with premium housing products and a high level of expectation from residents.

New residents to Ledgeview, particularly those moving into their second, third, or later home in life, perhaps from a more urban or suburban community, are used to a high level of service. This includes a full suite of Public Works services that are not presently offered by Ledgeview. This issue of understanding residents wants vs. needs is addressed in greater depth in the Town Identity topic. In short, it is not a mandate that Ledgeview must provide a service because the resident base desires it, but there should be a methodology to reaching a conclusion on if and how a service should and can best be delivered.

Bringing services in-house is not as easily said as done as it also would require significant equipment acquisition and an increase in staffing. The balance of responsibilities to support full-time work is a nuance that is not felt by the organization through a contracted service model.

Another challenge that is on the 3 year + horizon is ensuring that public spaces are maintained to a high standard. Ledgeview not only offers premier housing options, it is a point of pride and community identity to have public access available to high quality natural spaces, including growing acreage of parks. The development of public greenspace comes with an ongoing maintenance expectation.

Strategic Priorities for Contracted Service Dependence

These strategic priorities are detailed in the strategic framework, with specific action steps aligned to each outcome.

1. Risks are reduced for Ledgeview by bringing certain contracted services in-house.
2. The Department of Public Works is right-sized to meet the community's desired level of service.
3. As park acreage expands and trees mature, the Parks Recreation and Forestry Department is right-sized to keep public spaces well-maintained.

Consultant Recommendations

Beyond what was generated from a staff and Board level on this topic, the consultants recommend the following:

- The organizational analysis document prepared for Ledgeview in May 2022 gave a broad overview of staffing needs over the next decade, but was not a comprehensive wage and benefit analysis. If Ledgeview desires to bring services in-house for the organization, a wage and benefit analysis of similarly-sized communities Department(s) of Parks and Public Works would provide insight into the skillsets needed and budgetary impact.
- Ledgeview has a history of not borrowing for equipment acquisition, which is a personal decision of the organization (neither right nor wrong). Acquisition of equipment and increase in staffing over the next few years (if services are brought in-house) would likely necessitate a shift to a CIP (capital improvement plan) model paired with municipal borrowing.

SWOT Challenge: Dependence on Contracted Services is Analyzed

Reviewing Team: Ledgview Elected Board

Desired Outcome by 2032	Action Steps to Reach Outcome	Timeline to Complete Action Steps	Resources Needed to Complete Action Step	Internal Lead on Action Step
1. Risks are reduced for Ledgview by bringing certain contracted services in-house	Evaluate service coverage levels through County Rescue and determine if coverage levels are acceptable.	2023–2025	Research	Administrator, Board, Interim Fire Chief
	Reach a decision on snowplowing (in–house or remain contracted) based on cost analysis.	2023–2025	Leadership to set expectation	Board
	Investigate service offerings and staffing levels of similiarly sized municipalities' Public Works departments. Intentionally involve DPW staff in this process.	2023–2025	Research	DPW Department, Administrator
	Reach a decision on snowplowing (in–house or remain contracted) based on cost analysis.	2023–2025	Leadership to set expectation	Board
2. The Department of Public Works is right-sized to adequately meet the community's desired level of service.	Define off–season tasks for DPW crew members that are brought on to support in–house snowplowing.	2026–2028	Leadership to set expectation	DPW Department, Parks Recreation and Forestry Department
	Engage current DPW employees in one–on–one discussions annually about how changes to their department and job description will impact them.	2026–2028	Leadership to set expectation	DPW Department
	Consider creation of role which would also manage facilities, purchasing, equipment, and office materials.	2029–2032	Budgetary support	DPW Department, Administrator
	Departmentalize Public Works into specialized sub–departments (Parks, Water, Streets) with specialized staff once staff threshold met (15 employees). Ensure employees are cross–trained.	2029–2032	Policy change	DPW Department, Administrator

Goal	Action	Timeframe	Type of action	Responsible parties
3. As park acreage expands and trees mature, the Parks Recreation and Forestry Department is right-sized to keep public spaces well-maintained.	Add more seasonal DPW crew members who are dedicated to park maintenance.	2026-2028	Budgetary support	DPW Department, Board
	Evaluate if there is a need for Arborist within the organization (Forestry certification will already be present in DPW).	2023-2025	Research	Parks Recreation and Forestry Department, Board
	Consider DPW crew who are assigned to Parks duties reporting directly to Parks Recreation and Forestry Director.	2023-2025	Policy change	DPW Department, Parks Recreation and Forestry Department
	Create Administrative support role for Parks, Recreation and Forestry and DPW if need demands.	2026-2028	Budgetary support	Board, DPW Department, Parks Recreation and Forestry Department
	Create Arborist role (if desired by Board) within department.	2026-2028	Budgetary support	Board, Parks Recreation and Forestry Department
	Evaluate structure of Parks Department being separate from DPW or a part thereof.	2029-2032	Policy change	DPW Department, Parks Recreation and Forestry Department
	As DPW Services are evaluated, make sure that park-related tasks are part of the overall workload being reviewed	2029-2032	Leadership to set expectation	DPW Department, Parks Recreation and Forestry Department
	Review/compare other communities who have park crew to see what their crew size is.	2029-2032	Research	DPW Department, Parks Recreation and Forestry Department
	Create schedule for staffing and equipment acquisition to expand services (if desired by residents and board)	2029-2032	Leadership to set expectation	DPW Department, Parks Recreation and Forestry Department

**Note: Understanding residents wants vs. needs is an outcome noted under the Town Identity section. This has relevancy to this topic, as well.

**Note: Community Development Department staffing needs are noted under the Building Inspection section. This has relevancy to this topic, as well.

**Note: Parks Recreation and Forestry Department staffing is also discussed under the Town Identity section. This has relevancy to this topic, as well.

TOWN IDENTITY

"Town Identity" and shifting resident expectations was a threat identified in the organizational SWOT Analysis. Threats are generally considered to be less of an emergent challenge than a weakness. As Ledgeview becomes increasingly suburbanized, there is some fear that Ledgeview's rural character and "small town personal customer service" will be lost, or that the lines of De Pere / Ledgeview will further be blurred in highly suburbanized areas of the community. There is already resident confusion in terms of accessing services that is generated from the mailing address and school district nomenclature.

Traditional rural vs. suburban residents desire a different level of services. As indicated in the Contracted Service Dependence topic, just because the resident base desires a service is not a clear directive that the municipality must provide that service. Each service should be evaluated to ensure that a) it can and should be delivered by the municipality, and b) that it can be delivered in an effective and cost-efficient manner.

Services that were top of mind as considerations of what residents desire and expect fell primarily under the Public Works and Parks Recreation and Forestry Departments.

Strategic Priorities for Contracted Service Dependence

These strategic priorities are detailed in the strategic framework, with specific action steps aligned to each outcome.

1. Ledgeview's rural character is preserved.
2. Reinforce that Ledgeview is not De Pere.
3. Staff and elected officials have a firm sense of Ledgeview residents' wants vs. needs.
4. Ledgeview's high standard for personal customer services is maintained.
5. Ledgeview offers an expanded suite of Recreational Programming and Partnerships to residents.

Consultant Recommendations

Beyond what was generated from a staff and Board level on this topic, the consultants recommend the following:

- Ledgeview's "Set Your Sights High" brand speaks not only to the premier housing of the community, but also directly to the viewsheds and natural beauty of the community. Preservation of natural beauty in tandem with development is a key function that the municipality can control. Dedication and demarcation of public space, continued development of trails and parks, and preservation of key viewsheds through conservation areas are policy decisions that reinforce your brand promise to your constituents. Setting a consistent expectation with developers protects and enhances your brand as a natural, beautiful and highly livable community.
- In local government, many constituents rarely engage directly with their elected officials. If a local government is functioning well, many residents are happy to keep to themselves and only engage when they have a direct concern or are directly impacted by a decision. Due to this theme, the squeaky wheels and outliers who do engage, have an outsized impact on policy and decision-making. It is a responsibility of elected officials to ensure that they are hearing broad perspectives of their resident base, not just from the highly engaged. Decisions about service delivery should not be based on the half dozen residents who directly contact elected officials on a regular basis. It cannot be highly recommended enough that a statistically valid survey is conducted in weighing broad resident desires for the community. Just hearing from local government "frequent flyers" is not sufficient to guide sound decision-making or to make broad decisions on staffing and service delivery.
- Town leadership will need to make decisions regarding the expansion of quality-of-life programming over the next decade, too. Some residents have expressed frustration that they cannot access De Pere recreational programming at a resident rate (this ties in to the Ledgeview identity challenge). The Ledgeview Board has indicated that they do not desire to recreate that which neighboring municipalities like De Pere and Bellevue offer, particularly from a recreation standpoint. The Parks Recreation and Forestry Department has excelled to this point in generating recreation offerings that rely on limited staffing and differentiate from that which is offered by neighboring communities. There may come a time over the course of the next decade where residents desire a higher level of staffed program delivery. If this is the case, the Board should weigh the creation of a Recreation Coordinator role within the Parks Recreation and Forestry department. This may also necessitate additional administrative support within that department, too.

SWOT Challenge: The function of a Town and Ledgeview's "Town" identity is Considered in Light of Resident Expectations

Reviewing Team: Ledgview Staff + Contractors, Elected Board

Desired Outcome by 2032	Action Steps to Reach Outcome	Timeline to Complete Action Steps	Resources Needed to Complete Action Step	Internal Lead on Action Step
1. Ledgeview's rural character is preserved.	Ensure that long range planning documents protect areas where development is not desired.	2023–2025	Research	Community Development Department, Board
	Look at ordinances, planning documents, future land use maps, etc. to ensure that current rural residents are minimally impacted when urban development occurs around them.	2023–2025	Policy change	Community Development Department, Board
2. Reinforce that Ledgeview is *not* De Pere	Review memo prepared by Mead & Hunt regarding zip code change petition process. Verfy if Ledgeview meets threshold for establishment of a new zipcode.	2023–2025	Research	Community Development Department
3. Staff and elected officials have a firm sense of Ledgeview residents' wants vs. needs	Conduct a statistically–valid survey of residents to understand prioritization of services. Rely on a variety of surveying mechanisms to reach as many residents as possible.	2023–2025	Research, Budgetary support	Board, Administrator
	Evaluate staffing needs for services that are highly prioritized by residents.	2023–2025	Research	Board, Administrator
	Create schedule for staffing and equipment acquisition to expand services (if desired by residents and board)	2023–2025	Research	Board, Administrator
	Evaluate equipment and space needs for services that are highly prioritized by residents.	2023–2025	Research	Administrator
	Evaluate most practical fiscal means of meeting residents' service demands.	2023–2025	Research	Board
	Conduct cost–analysis (per–service) for 10–year period of contracting services vs. in–house service provision.	2023–2025	Research	Administrator

Goal	Action	Timeframe	Support	Responsible Party
4. Ledgeview's high standard for personal customer service is maintained.	Consider if a customer relationship manager (CRM) software tool would add value to track resident interactions between departments.	2023–2025	Research	Board, Administrator
	Set customer service expectations and ensure employees are trained on this expectation.	2026–2028	Leadership sets expectation	Administrator, Director of Personnel and Risk Management
	Incorporate a customer service component into internal employee reviews and stay interviews.	2026–2028	Leadership sets expectation	Administrator, Director of Personnel and Risk Management
	Incorporate opportunities for residents and customers to rate Ledgeview customer service experience.	2026–2028	Leadership sets expectation	Administrator, Director of Personnel and Risk Management
5. Ledgeview offers an expanded suite of Recreational Programming and Partnerships to residents.	Research role of Recreation Coordinator in similarly sized communities.	2023–2025	Research	Parks Recreation and Forestry Department Head
	Evaluate want/need for Recreation Coordinator within Parks, Recreation and Forestry Department.	2023–2025	Research	Parks Recreation and Forestry Department Head
	Create Recreation Coordinator role within Parks, Recreation and Forestry Department if evaluation determines there is a need/desire for the role.	2026–2028	Budgetary support	Board, Administrator
	Identify options for recreation fee reciprocity or reimbursement opportunities with De Pere, Allouez or Bellevue.	2026–2028	Research	Parks Recreation and Forestry Department Head

PUBLIC SAFETY

Maintaining Ledgeview's reputation as a safe community through addressing public safety needs was a threat identified in the organizational SWOT Analysis. Threats are generally considered to be less of an emergent challenge than a weakness. Ledgeview has taken initiative in 2021-2022 to address the structure of the Ledgeview Fire Department. A comprehensive service coverage analysis is underway and is anticipated to be brought before the Board in Fall 2022.

A growing residential base, particularly one that is increasingly suburban, has resulted in a present higher need for daytime fire responder staff, a higher level of technical skill in delivering fire response, and an emerging need for a higher level of ambulatory and police service. Ledgeview has a well-deserved reputation for being a safe community, but the community should be cautious about assuming that the safe nature is a given. Continued population growth will statistically bring a higher need for police services and ambulatory services. The Board is in consensus about not wanting a tragedy to be the impetus for upgrading public safety services.

Strategic Priorities for Public Safety Needs

These strategic priorities are detailed in the strategic framework, with specific action steps aligned to each outcome.

1. Services and training are provided jointly where feasible and functional.
2. Ledgeview Fire Department structure is formally defined.
3. Public safety services are provided in a cost-effective manner unless quality necessitates self-sufficiency.

Consultant Recommendations

Beyond what was generated from a staff and Board level on this topic, the consultants recommend the following:

• As a Fire Department specific analysis is underway, the consultants strongly recommend that the outcomes and strategies recommended in that analysis are considered in conjunction with this broad organizational assessment.
• Public safety service delivery is another area where residents can and should be engaged in assessing residents wants vs. needs. If safety is a primary driver for why people choose to live in Ledgeview, the Board has a functional responsibility to continue to maintain Ledgeview's status as a safe community. Questions related to public safety should be a part of any statistically valid surveying which is executed.

SWOT Challenge: **Public Safety Needs are Met to Maintain Ledgview's Reputation as a Safe Community**
Reviewing Team: **Ledgview Elected Board**

Desired Outcome by 2032	Action Steps to Reach Outcome	Timeline to Complete Action Steps	Resources Needed to Complete Action Step	Internal Lead on Action Step
1. Services and training are provided jointly where feasible and functional	Complete 2022 Fire Department service analysis of existing fire coverage.	ASAP	Leadership sets expectation	Interim Fire Department Chief, Board
	Refer to 2022 Fire Department Analysis to determine if joint fire service with a neighboring municipality should be explored.	2023–2025	Leadership sets expectation	Board
	Continue to conduct joint training with area departments and/or look to expand more joint training opportuniites in the future.	2023–2025	Leadership sets expectation	Interim Fire Department Chief
2. Ledgview Fire Department structure is formally defined	Implement recommendations from consultant analysis currently underway.	2023–2025	Budget commitment in 2023 budget.	Board, Administrator
	Refer to 2022 Fire Department Analysis to determine if an appointed Fire Chief role is recommended.	2023–2025	Budget commitment in 2023 budget.	Board, Administrator
3. Public safety services are provided in a cost-effective manner unless quality necessitates self-sufficiency	Analyze police call activity with Brown County Sheriff's Department annually to understand trends and changes in calls to determine when a dedicated officer should be contracted for	2026–2028	Research	Board, Fire Department leadership
	Identify in-house capacity to manage some of constable roles (such as animal control) should no candidates come forward in a future election.	2026–2028	Leadership sets expectation	Fire Department leadership, Administrator

⚙ LOCAL RELATIONSHIPS

Ledgeview's local relationship status was a threat identified in the organizational SWOT Analysis. Threats are generally considered to be less of an emergent challenge than a weakness. Interestingly, staff and Board perspectives were fairly opposed on this topic – with staff having a much different outlook than the Board. Staff shared a concern that they did not have the best possible relationships with neighboring communities to collaborate or offer joint services. There was particular staff concern about the lack of boundary agreements with neighboring communities and the threat of annexation of development-ready commercial land within Ledgeview. There was an overwhelming desire from staff to evaluate the possibility of incorporation into a Village over the next ten years.

Board members, particularly those who have significant longevity within the organization, had a far less anxious outlook. Their perspective was that local relationships are as good as they've been in the recent past, and that incorporation is not a viable direction for the community to take. This is largely shaped by the fact that some of the Board leadership was elected at the time incorporation was last pursued in the early 2000s. Their focus was more on deciding if Ledgeview was recreating that which already exists in neighboring communities – and wanted to weigh incorporation just as heavily as consolidation – in a thoughtful and data-analysis-focused manner. In other words, all options were on the table for the board – with the common goal being – doing right by our residents. Deliver the services which they desire in a manner that is cost and resource-efficient.

Strategic Priorities for Public Safety Needs

These strategic priorities are detailed in the strategic framework, with specific action steps aligned to each outcome.

1. Ledgeview takes the lead to engage in cooperative and communicative dialogue with Neighboring Communities and Governmental Entities.
2. The issue of incorporation / consolidation / status quo is discussed thoughtfully, and a decision is made for the next ten years.
3. Services are provided jointly where feasible and functional.

Consultant Recommendations

Beyond what was generated from a staff and Board level on this topic, the consultants recommend the following:

· The future status of Ledgeview (incorporation, consolidation, or status quo continuation as a Town) is a divisive issue with a long and difficult history. The political and legal ramifications of the last attempt at incorporation are still felt by staff and elected officials who were with the organization in the early 2000s. As much as possible, the consultants urge staff and Board members to put the history behind them and come to the table with an open mind in this new era. Board members should not dismiss staff concerns outright, and new Board members could benefit from an outside expert offering education to staff and Board members on the subject. All staff and elected officials should have an education on incorporation vs. consolidation, best practices in protecting against annexation, and an unbiased history lesson on the legal decisions reached in the early 2000s.
· While the Board may feel that local relationships are positive, the fact is that the Board has limited interaction with the elected officials in neighboring communities. Staff, who perceive relationships as more challenged, do have regular engagement with their peers in the neighboring communities. Relationship-building and enhancement cannot just happen at the staff level. Board members must also take the initiative to regularly meet with neighboring elected officials.
· At the end of the day, despite staff members' desires to expand services and shift into a local government that looks and functions more like a Village, there will be services that simply make fiscal sense to deliver jointly or collaboratively. Board members should recognize and commend the initiative that staff members in Ledgeview bring to the table, but also have a methodology behind making fiscally sound decisions on which services are to be provided, and the most cost effective means of delivering them.

SWOT Challenge: Relationships with Neighboring Communities are Enhanced
Reviewing Team: Ledgeview Staff + Contractors, Elected Board

Desired Outcome by 2032	Action Steps to Reach Outcome	Timeline to Complete Action Steps	Resources Needed to Complete Action Step	Internal Lead on Action Step
1. Ledgeview takes the lead to engage in cooperative and communicative dialogue with Neighboring Communities and Governmental Entities	Ledgeview board meets consistently with elected officials in De Pere and Bellevue	2023–2025	Leadership sets expectation.	Board, Administrator
	Increase communication with Brown County to better understand project timelines on County roads.	2026–2028	Leadership sets expectation.	Administrator, Department of Public Works
	Planning and Zoning standards are aligned with neighboring municipalities (ensuring high quality development and to reduce developer's ability to negotiate against municipalities).	2026–2028	Research, Policy Change	Community Development Department
2. The issue of Incorporation / Consolidation / Status Quo is discussed thoughtfully and a decision is made for the next 10 years	Educate staff and new board members on past incorporation proceedings from early 2000s.	2023–2025	Research	Administrator, Board
	Bring education from outside experts to educate staff and board on incorporation and consolidation processes.	2023–2025	Leadership sets expectation.	Administrator, Board
	Educate the public on the impact either decision (incorporation, consolidation) would have on them from a services and taxation standpoint.	2023–2025	Leadership sets expectation	Board, Department Heads
	Explore boundary agreements with Bellevue and De Pere to protect against annexation.	2026–2028	Research	Administrator, Community Development Department
3. Services are provided jointly where feasible and functional	Continue to explore joint services with neighboring municipalities where opportunities emerge.	2023–2025	Leadership sets expectation.	Administrator, Board, Department Heads
	Continue to engage City of De Pere on joint Park and Rec collaborations.	2023–2025	Leadership sets expectation	Administrator, Parks Recreation and Forestry Department
	Engage in capital borrowing for DPW equipment to reduce need to borrow other municipalities' equipment.	2026–2028	Budgetary Line Item	Administrator, Board, Department of Public Works

CURRENT ORGANIZATIONAL FLOWCHART OF ELECTED OFFICIALS AND APPOINTED STAFF MEMBERS

Ledgeview

Set your sights high.

Citizens of Ledgeview

Municipal Court Judge (Elected)

Ledgeview Town Board (Elected)

Constable (Elected)

Municipal Attorney (Contracted)

Town Administrator (Appointed)

Boards, Committees and Commissions (Appointed)

Public Works Department

Parks and Recreation Department

Public Safety Department

Finance Department

Community Development Department*

Clerk Department

Administration Department

*Department not formally created by municipal ordinance.

THIS PAGE INTENTIONALLY LEFT BLANK

Ledgeview
Set your sights high.

Patterned Boxes indicate Current Contracted Roles

Town Administrator

Municipal Attorney (Contract)

Administration Department

Clerk Department

Community Development Department*

Finance Department

Public Safety Department

Parks and Recreation Department

Public Works Department

*Department not formally created by municipal ordinance.

DEPARTMENT HEADS | LEADERSHIP TEAM

Community Relations Specialist

Clerk

Finance Director / Treasurer

Interim Fire Chief

Parks and Recreation Director

Director of Public Works

Information Technology (Contract)

Zoning Administrator / Code Enforcement

Deputy Treasurer

Dept. Health and Safety Officer

Assistant Chiefs (2)

EMS (Contract)

PT + Seasonal Parks Crew (DPW)

Operations Superintendent

Human Resources (Contract)

Building Inspector (Contract)

Assessor (Contract)

Fire Inspector / Fire Marshall

Captains (2)

Police / Brown County Sheriff

DPW Crew (4)

Administrative Assistant

Planner (Contract)

Lieutenants (2)

Constable (Elected)

Shared Role

Engineer (Contract)

Officers and Members (8)

*Administrative Assistant supports all departments as needed.

40

Ledgeview
Set your sights high.

Red Boxes Indicate Potential New Role Creation in Years 1-3

Town Administrator

Municipal Attorney (Contract)

Administration Department

Clerk Department

Community Development Department*

Finance Department

Public Safety Department

Parks and Recreation Department

Public Works Department

*Department formally created by ordinance, as recommended in plan.

DEPARTMENT HEADS | LEADERSHIP TEAM

Director of Personnel and Risk Management

Clerk

Finance Director / Treasurer

Fire Chief

Parks and Recreation Director

Director of Public Works

PLANNING & ZONING DIVISION

INSPECTION DIVISION

FIRE DEPARTMENT DIVISION

OTHER PUBLIC SAFETY DIVISIONS

PUBLIC WORKS DIVISION

ENGINEERING DIVISION

Community Relations Specialist

Deputy Clerk

Zoning Administrator

Building Inspector (Contract)

Deputy Treasurer / Utility Billing

Dept. Health and Safety Officer

Assistant Chiefs (2)

EMS (Contract)**

PT Parks Crew (DPW)

Administrative Assistant

Planner (Contract)

PT Code Enforcement

Assessor (Contract)

Fire Inspector / Fire Marshall

Captains (2)

Police / Brown County Sheriff

Operations Superintendent

Engineering Technician

Information Technology (Contract)

Inspection and Zoning Coordinator

Lieutenants (2)

Constable (Elected)

Shared Role

Additional DPW Crew (FT and seasonal)

Engineer (Contract)

Possible Shared Role

Officers and Members

**Administrative Assistant supports all departments as needed.

**There is a possibility that EMS may be recommended to come in-house. A recommendation will be included in the 2022 Fire Department Analysis, to be delivered Fall 2022.

![Ledgeview — Set your sights high.]

Yellow Boxes Indicate Potential New Role Creation in Years 4-6

Town Administrator

Municipal Attorney (Contract)

Administration Department

Clerk Department

Community Development Department

Finance Department

Public Safety Department

Parks and Recreation Department

Public Works Department

DEPARTMENT HEADS | LEADERSHIP TEAM

Director of Personnel and Risk Management

Clerk

Community Development Director

Finance Director / Treasurer

Fire Chief

Parks and Recreation Director

Director of Public Works

PLANNING & ZONING DIVISION

INSPECTION DIVISION

FIRE DEPARTMENT DIVISION

OTHER PUBLIC SAFETY DIVISIONS

PUBLIC WORKS DIVISION

ENGINEERING DIVISION

IT Support Specialist

Deputy Clerk

Deputy Treasurer / Utility Billing

Dept. Health and Safety Officer

Assistant Chiefs (2)

EMS (Contract)

Programming Coordinator

Community Relations Specialist

Zoning Administrator

Building Inspector (Contract)

Assessor (Contract)

Fire Inspector / Fire Marshall

Captains (2)

Police / Brown County Sheriff

Arborist

Operations Superintendent

Engineering Technician

Administrative Assistant

Planner (Contract)

PT Code Enforcement

Lieutenants (2)

Constable (Elected)

PT and Seasonal Parks Crew (DPW)

DPW Crew

Engineer (Contract)

Possible Shared Role

Inspection and Zoning Coordinator

Officers and Members

Parks and DPW Administrative Assistant

*Administrative Assistant role support all departments as needed.

Ledgeview
Set your sights high.

YEARS 7-10 (2029-2032) ORGANIZATIONAL FLOWCHART OF ELECTED OFFICIALS AND APPOINTED STAFF MEMBERS

Green Boxes Indicate Potential New Role Creation in Years 7-10

Town Administrator

Municipal Attorney (Contract)

Administration Department

Clerk Department

Community Development Department

Finance Department

Public Safety Department

Parks and Recreation Department

Public Works Department

DEPARTMENT HEADS | LEADERSHIP TEAM

Director of Personnel and Risk Management

Clerk

Community Development Director

Finance Director / Treasurer

Fire Chief

Parks Recreation and Forestry Director

Director of Public Works

PLANNING & ZONING DIVISION

INSPECTION DIVISION

FIRE DEPARTMENT DIVISION

OTHER PUBLIC SAFETY DIVISIONS

PUBLIC WORKS DIVISION

ENGINEERING DIVISION

IT Support Specialist

Deputy Clerk

Deputy Treasurer / Utility Billing

Dept. Health and Safety Officer

Assistant Chiefs (2)

EMS (Contract)

Programming Coordinator

Facilities Mgmt. and Purchasing

Engineering Technician

Community Relations Specialist

Zoning Administrator

Building Inspector (Contract)

Staff Accountant

Fire Inspector / Fire Marshall

Captains (2)

Police / Brown County Sheriff

Arborist

Operations Superintendent

Engineer (Contract)

Administrative Assistant

Planner (Contract)

PT Code Enforcement

Assessor (Contract)

Lieutenants (2)

Constable (Elected)

PT and Seasonal Parks Crew (DPW)

DPW Crew

Inspection and Zoning Coordinator

Possible Shared Role

Officers and Members

Parks and DPW Administrative Assistant

*Administrative Assistant role support all departments as needed.

43

Ledgeview
Set your sights high.

CURRENT DEPARTMENT / COMMITTEE RELATIONSHIP FLOWCHART

ELECTED OFFICIALS

Constable (Elected)	Ledgeview Town Board (Elected)	Municipal Court Judge (Elected)

MUNICIPAL DEPARTMENTS, APPOINTED BY TOWN BOARD

Administration Department	Clerk Department	Community Development Department	Finance Department	Public Safety Department	Parks and Recreation Department	Public Works Department

APPOINTED BOARDS, COMMISSIONS, AND COMMITTEES (STAFF MEMBERS WHO ATTEND EACH COMMITTEE ARE INDICATED IN PARENTHESIS)

Administration	Clerk	Community Development	Finance	Public Safety	Parks and Recreation	Public Works
Personnel and Finance Committee (Administrator)	Board of Review (Clerk)	Zoning and Plan Commission (Mead & Hunt, Zoning Admin.)	Sanitary District Committee (Treasurer)	Service Award Program Committee (Fire Chief)	Parks, Recreation and Forestry Committee (Park & Rec Director)	Sanitary District Committee (PW Director, Operations Supervisor, Mead & Hunt)
Redevelopment Authority (Administrator)		Zoning Board of Appeals (Mead & Hunt, Zoning Admin.)	Redevelopment Authority (Treasurer)		Beautification Committee (Park & Rec Director)	
		Redevelopment Authority (Mead & Hunt)	Board of Review (Treasurer)			

44

POSSIBLE FUTURE DEPARTMENT / COMMITTEE RELATIONSHIP FLOWCHART

ELECTED OFFICIALS

Constable	Ledgeview Town Board	Municipal Court Judge
(Elected)	(Elected)	(Elected)

Yellow Boxes Indicate Potential New Committee Naming or Formation

MUNICIPAL DEPARTMENTS, APPOINTED BY TOWN BOARD

Administration Department	Clerk Department	Community Development Department	Finance Department	Public Safety Department	Parks and Recreation Department	Public Works Department

APPOINTED BOARDS, COMMISSIONS, AND COMMITTEES (STAFF MEMBERS WHO ATTEND EACH COMMITTEE ARE INDICATED IN PARENTHESIS)

Personnel and Finance Committee (Administrator)

Redevelopment Authority (Administrator)

Board of Review (Clerk)

Zoning and Plan Commission (Mead & Hunt, Zoning Admin.)

Zoning Board of Appeals (Mead & Hunt, Zoning Admin.)

Redevelopment Authority (Mead & Hunt)

Sanitary District Committee (Treasurer)

Redevelopment Authority (Treasurer)

Board of Review (Treasurer)

Service Award Program Committee (Fire Chief)

Parks, Recreation and Forestry Committee (Park & Rec Director)

Beautification Committee (Park & Rec Director)

Sanitary District Committee (PW Director, Operations Supervisor, Mead & Hunt)

Public Works Committee (PW Director)

*The Public Works Committee is established by ordinance but has never been formed.

45

Strategic Plan Outcomes to Reach this Vision

Inspection staffing levels consistent with growth rate

Ledgeview seen as high-quality location by developers

Rich Commercial Districts

Diversified tax base with emphasis on commercial

A high standard of personal customer service

External economic development processes streamlined

Strategic Plan Outcomes to Reach this Vision

DPW expands to offer more in-house services

Ledgeview's rural character preserved

Healthy, Livable, Beautiful

Staff and elected officials understand residents' wants vs. needs

Strategic Plan Outcomes
to Reach this Vision

DPW expands to offer more in-house services

Risks reduced by bringing some services in-house

Stop fighting the same battles

Acknowledging that Change is HARD

Staff and elected officials understand residents' wants vs. needs

Incorporation vs. consolidation is thoughtfully discussed

Ledgeview takes the lead in engaging with neighbors

Strategic Plan Outcomes
to Reach this Vision

DPW expands to offer more in-house services

Inspection staffing levels are consistent with growth rate

Ledgeview FD structure is formally defined

Public safety services provided cost effectively while not compromising safety

Risks reduced by bringing some services in-house

Full-Service Community with a Distinct Identity

Staff and elected officials understand residents' wants vs. needs

Incorporation vs. consolidation is thoughtfully discussed

A high standard of personal customer service

Ledgeview brand is reinforced

Strategic Plan Outcomes to Reach this Vision

Internal Operations Running at 100%

- Staff have the IT support needed
- Current Building Inspection contract is enhanced
- Ledgeview FD structure is formally defined
- Inspection customer service meets Ledgeview standard
- Ledgeview is competitive in tech use with peers
- Internal economic development processes streamlined
- Services and training provided jointly where feasible and functional
- Reach better functionality for individual hardware
- Staff use simple and user-friendly internal software programs
- Incorporation vs. consolidation is thoughtfully discussed
- Staff and electeds understand residents' wants vs. needs
- Individual depts have tech tools to increase their efficiency

THIS PAGE INTENTIONALLY LEFT BLANK

ALLYSON
BRUNETTE
CONSULTING

REDEVELOPMENT
RESOURCES