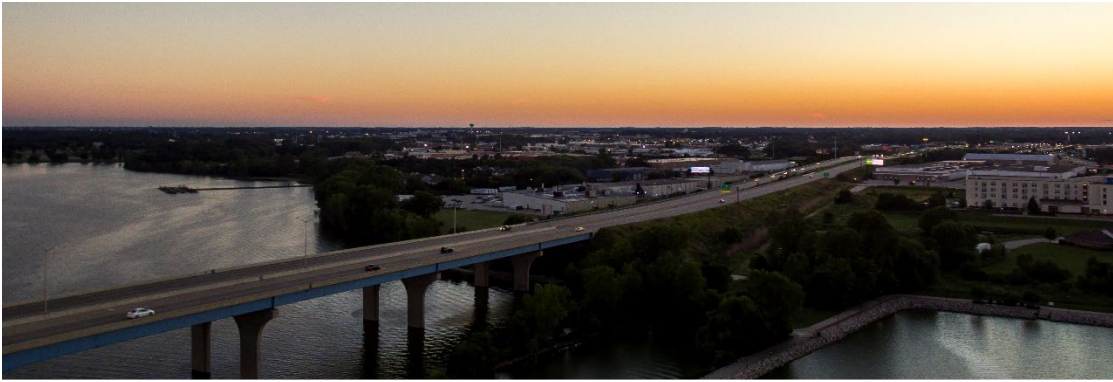


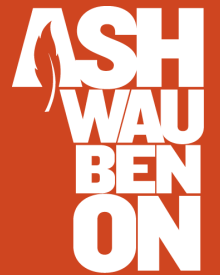
Village of

ASHWAUBENON



STRATEGIC PLAN

Adopted: November 23, 2021



Village of Ashwaubenon

2155 Holmgren Way

Ashwaubenon, Wisconsin 54304

www.ashwaubenon.com

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Acknowledgments

Village Board

Mary Kardoskee, Village President

Allison Williams, Trustee

Gary Paul, Trustee

Chris Zirbel, Trustee

Jay Krueger, Trustee

Steve Kubacki, Trustee

Tracy Flucke, Trustee

Village Staff

Joel Gregozeski, Village Manager

Doug Martin, Director of Public Works

Rex Mehlberg, Director of Parks, Recreation and Forestry

Aaron Schuette, Director of Community Development

Kris Teske, Village Clerk

Brian Uhl, Chief of Public Safety

Tony Wachewicz, Village Attorney

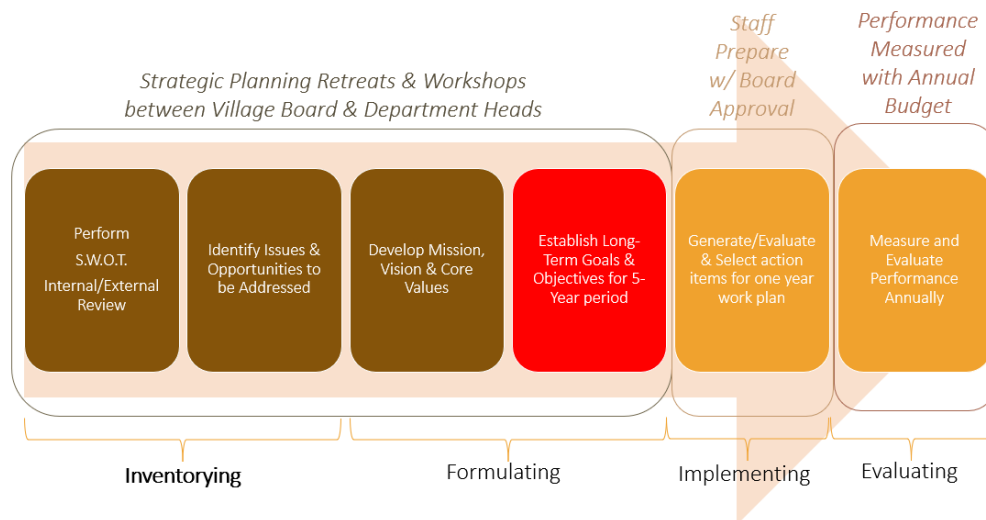
Greg Wenholz, Director of Finance / Village Treasurer

Introduction

A strategic plan is a top-level planning tool for an organization to establish clear policy direction over all operational aspects of its vision. The Strategic Plan serves as a framework for decision making over a five-year period. The plan is the result of a disciplined effort to facilitate decisions that will shape what the Village intends to accomplish. This plan incorporated an assessment of the present state of Village governance, the gathering of critical information, setting goals and finally making decisions for the future. This plan seeks to strengthen and build upon opportunities while addressing areas of concern.

Strategic Planning Model

Strategic Planning Steps



In addition to the Village Board’s vision for the future of the Village, this plan also identifies actions, activities, and planning efforts that are currently active and those that are needed for continued operational success and effective administrative management.

Through the strategic planning efforts, the following key areas of concern, questions and opportunities were identified:

- Communication and Engagement (Internal & External).
- Infrastructure/Asset Planning & Maintenance.
- Efficient Business and Development Approval Processes.
- Appropriate Staffing Levels for Level of Services.
- Zoning & Property Code Enforcement.
- Performance Management (Improve Efficiency/Effectiveness).

Justification of the Plan

Success isn't a matter of chance but rather a matter of choice. This concept really encapsulates why it's important to have a clear strategic direction and plan. The organization's success isn't going to happen by accident. Successful communities look into the future and create a plan to successfully accomplish its vision. If the Village isn't intentional about the direction of its services, we aren't likely to get there.

The importance of strategic planning is threefold.

1. Our program of services will have better results.
Setting broad key objectives with clear action orientated actions will enable the Village to have a clear direction and method for evaluating results.
2. The strategic plan is the leading management tool.
A strategic plan sets in motion the responsibilities, project timelines and funding budget expectations.
3. The best communities do it.
High performance organizations have fundamental differences that set them apart from other organizations. Communities that plan are more likely to be in better financial positions than those that don't.

There are many things the Village can do to integrate the Strategic Plan into the life and work of our organization, including the following examples:

Village Board Agenda Items

- Village business can be connected to one (or more) of the six strategic directives. This can be included routinely as part of staff reports.

Budgeting and Goal Setting

- The Government Finance Officers Association (GFOA) encourages the inclusion of a strategic planning framework in the public budget document.
- Budget initiatives can be connected to how they support one or more of the strategic directives.
- When the governing body meets to adopt goals, the Village's adopted Mission, Vision, Core Values, and Strategic Directives (*Strategic Planning Framework*) can be used to categorize priorities.

Communication

- The Village's communication tools can include updates on the implementation progress of key initiatives in each critical success area to keep the residents informed.
- Copies of the *Strategic Planning Framework* can be posted around Village facilities.
- Employees exemplifying the Village's values can be acknowledged using cards on which behavior can be described and values can be circled. Employees can be rewarded using gift cards, etc.
- The Village's mission/vision/core values can be printed on the back of employee business cards.

Our Mission

“Deliver superior services for all, making Ashwaubenon a community of choice to live, work, and play.”

Our Guiding Core Values

The following values reflect our beliefs about the roles and responsibilities of our organization:

- Act with **PROFESSIONALISM** | We uphold the high standards, skills, competence, and integrity of our individual position within the organization and community.
- Support collaborative **TEAMWORK** | We work together effectively as a team and collaborate with other governmental agencies, private entities, and community partners.
- Be **DRIVEN** towards success | We establish community-minded goals, measure our performance, and report to the public on our success in meeting those goals.
- Focus on quality **SERVICE** | We understand the services we provide are vital to community well-being, and the value of the service depends on the quality of the individual's experience.
- Seek improvement through **INNOVATION** | We are visionary, creative, learn from experience, and seek new and efficient ways to solve problems and serve the public.
- Have **FUN** through work | We strive to make our work fulfilling and exciting. We appreciate being part of a family of public servants who enjoy making a difference in our community.

Our Vision

"Ashwaubenon will be an inclusive, attractive, and award-winning community featuring safe neighborhoods, thriving businesses, and exciting cultural opportunities."

Strategic Directives

Looking forward, we will create our vision by six primary strategic directives:

- **Enhance our quality of life.**
- **Secure public health & safety.**
- **Improve & maintain our public infrastructure & facilities.**
- **Support community & economic development.**
- **Strive for organizational & financial excellence.**
- **Provide effective communication & engagement.**



Each directive is where we'll focus energy and resources to achieve our vision for the future. They specifically address key issues, opportunities and desires that affect the community. Each directive is ultimately accompanied with an identified goal. Each goal is a broad, value-based statement expressing our preferences for the term of this plan. Each directive is followed with key initiatives. The stated initiatives are concise statements associated with each directive; describing what we'll do to achieve our vision. Action steps or tasks have also been identified in the plan document. These actions are specific steps on how we'll achieve the related initiative.

Strategic Planning Framework

Mission
The stated purpose for our existence.

Vision
What we want to be.

Values
The beliefs or principles that guide the organization.

Strategic Directives
Looking forward, what we must do to create our vision.

OUR MISSION:
Deliver superior services for all, making Ashwaubenon a community of choice to live, work, and play.

OUR VISION:
Ashwaubenon will be an inclusive, attractive, and award-winning community featuring safe neighborhoods, thriving businesses, and exciting cultural opportunities.

- CORE VALUES:**
- Professionalism
 - Teamwork
 - Driven
 - Service
 - Innovation
 - Fun

STRATEGIC DIRECTIVES:

- Enhance our quality of life.*
- Secure public health & safety.*
- Improve & maintain our public infrastructure & facilities.*
- Support community & economic development.*
- Strive for organizational & financial excellence.*
- Provide effective communication & engagement.*



Directive #1: Enhance Quality of Life.

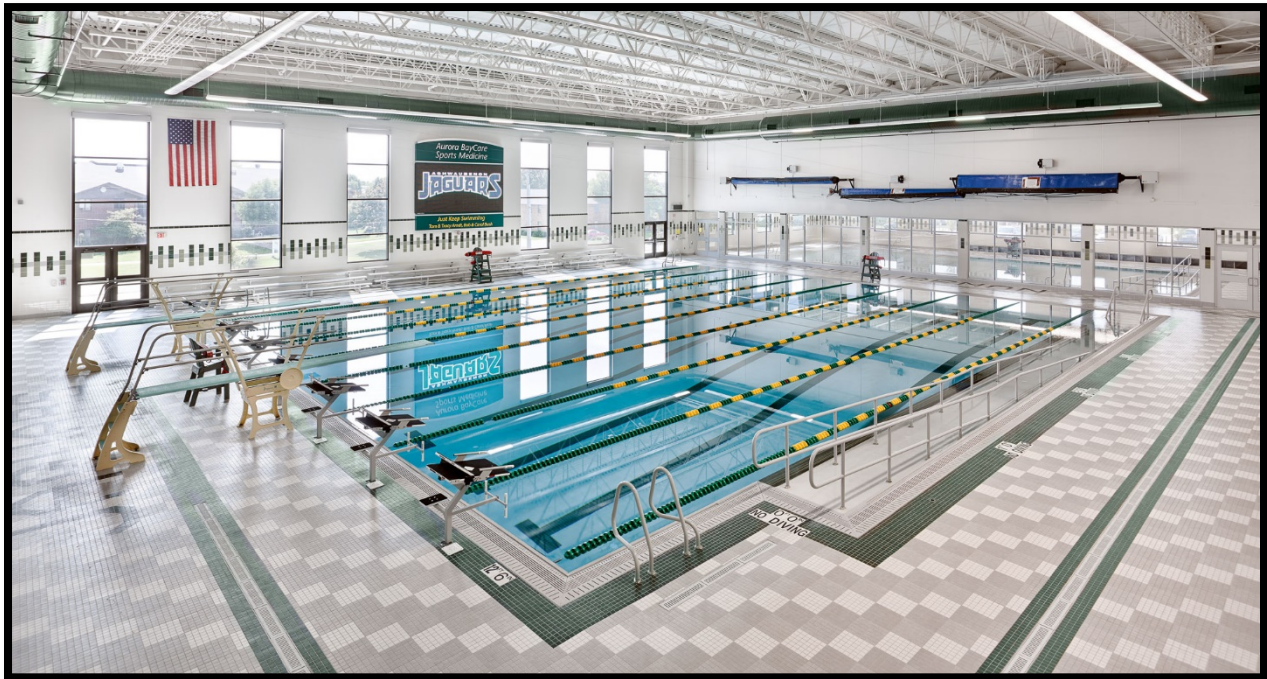
GOAL: The Village of Ashwaubenon will nurture our community’s cultural fabric by advancing and expanding a diverse set of recreational, entertainment, and cultural opportunities. Our parks and recreation services will be a resource of pride for a connected community.

Key Initiative #1: Plan, develop, improve, and maintain the Village’s "Quality of Life" assets, both public and private.		
S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
1.1.1 Implement the Village’s Comprehensive Outdoor Recreation Plan (CORP).	Parks, Recreation & Forestry	Ongoing
1.1.2 Implement the Village’s Bicycle and Pedestrian Plan.	Bicycle & Pedestrian Committee Parks, Recreation & Forestry Public Works Community Development	Ongoing
1.1.3 Implement the Village’s Comprehensive Plan.	Plan Commission Community Development	Ongoing
1.1.4 Implement a Public Arts Program.	Community Development Administration	1-2 Years

Key Initiative #2: Build and strengthen relationships with neighborhood organizations and diverse community groups.		
S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
1.2.1 Actively participate and support the Ashwaubenon Business Association.	Community Development Administration	Ongoing
1.2.2 Provide an “Ashwaubenon Update” presentation to community groups as requested.	Community Development Administration	Ongoing

Key Initiative #3: Support and enhance recreational, entertainment and cultural opportunities throughout the Village.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
1.3.1 Provide additional cultural and recreational opportunities for the Village.	Parks, Recreation & Forestry Ashwaubenon Performance Arts Center	Ongoing
1.3.2 Become a community known for high quality special events and community gatherings.	Parks, Recreation & Forestry Ashwaubenon Performance Arts Center	Ongoing
1.3.3 Review/revise local ordinances, policies, permitting, and procedures related to Special Events, Managed Markets and Mobile Food Vendors in the Village.	Administration Parks, Recreation & Forestry	1 Year



Directive #2: Secure Public Health & Safety.

Goal: The Village of Ashwaubenon will strive to protect the lives and property of our residents, visitors, and taxpayers. The Village will accomplish this through the professional delivery of public safety services, including community policing, emergency medical services, fire & rescue operations, municipal code enforcement, building & fire inspection, and emergency management preparedness.



Key Initiative #1: Protect lives and property through timely and effective public safety response.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
2.1.1 Increase directed enforcement for speed & traffic enforcement.	Public Safety	1 Year
2.1.2 Implement the utilization of part-time paid-on-premise paramedics/EMTs to enhance emergency medical services.	Public Safety	1 Year
2.1.3 Evaluate available information on public safety services and demands to ensure quality and responsiveness goals are being achieved; develop strategies/tactics to meet long-term demands. Provide an annual report highlighting the performance outcomes of the Village's public safety services.	Public Safety	Ongoing
2.1.4 Continue MABAS (Mutual Aid Box Alarm System) and other cooperative efforts with other neighboring departments, municipalities, and agencies; continually evaluating new opportunities for delivery of public safety services.	Public Safety	Ongoing

Key Initiative #2: Enhance crime prevention, community policing and code enforcement.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
2.2.1 Develop and implement a plan to improve traffic safety during school start and release times.	Public Safety	1 Year
2.2.2 Engage neighborhood groups/associations as an ally in crime prevention and reduction efforts.	Public Safety	2-3 Years
2.2.3 Formalize, coordinate, and increase the utilization of social media to support crime prevention efforts (Facebook, Twitter, Nextdoor, etc.).	Public Safety	2-3 Years
2.2.4 Expand efforts to provide fire prevention education in areas schools, to various community groups, and businesses.	Public Safety	3-4 Years
2.2.5 Expand efforts to provide pedestrian and bicycle safety education in areas schools, to various community groups, and businesses.	Public Safety Parks, Recreation & Forestry	3-4 Years
2.2.6 Develop and implement a comprehensive neighborhood preservation / code compliance program.	Community Development Public Safety	1-2 Years



Key Initiative #3: Improve the Village's ability to manage & recover from disruptive or disaster related events.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
2.3.1 Update and revise the Village of Ashwaubenon's Emergency Management Plan.	Public Safety	1-2 Years
2.3.2 Develop and implement a NIMS (National Incident Management System) training protocol for Village officials, staff, and emergency responders.	Public Safety	1-2 Years
2.3.3 Develop, refine, practice, and implement disaster recovery pre-plans.	Public Safety	2-3 Years
2.3.4 Annually evaluate, report, and apply where feasible FEMA (Federal Emergency Management Agency) grant funding opportunities for public safety services and equipment.	Public Safety	Ongoing
2.3.5 Evaluate the implementation of a Mobile Field Force for crowd control issues.	Public Safety	3-4 Years

Key Initiative #4: Enhance environmental sustainability and resiliency.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
2.4.1 Revise the Village's floodplain ordinance to conform to WDNR and FEMA standards.	Community Development	1-2 Years
2.4.2 Evaluate opportunities to use alternative energies for Village facilities.	Public Works Finance	2-3 Years
2.4.3 Evaluate use of alternative fuels for Village fleet, including compressed natural gas, hybrid, and electric vehicles.	Public Works Finance	3-4 Years
2.4.4 Protect environmentally sensitive areas through effective code administration.	Community Development	Ongoing

Directive #3: Improve & Maintain Public Infrastructure & Facilities.

Goal: The Village of Ashwaubenon will plan, provide, and maintain functionally appropriate, sustainable, accessible, high-quality infrastructure & public facilities to serve the needs of its citizens, businesses, and visitors.

Key Initiative #1: Improve our roads & highways, pedestrian, bike, and transit infrastructure.		
S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
3.1.1 Complete annually the roadway rating and mill/resurface program.	Public Works	Ongoing
3.1.2 Complete road reconstruction projects identified in the Village’s capital improvement program.	Public Works	Ongoing
3.1.3 Complete bicycle, pedestrian and trail projects as identified in adopted Village planning documents, including Bicycle and Pedestrian Plan, Comprehensive Outdoor Recreation Plan and Comprehensive Plan.	Bicycle & Pedestrian Committee Public Works Parks, Recreation & Forestry	Ongoing
3.1.4 Revise Village codes to include pedestrian and bicycle accommodations consistent with Village Board policy.	Bicycle & Pedestrian Committee Village Board Community Development	1 Year
3.1.5 Support new technologies and service delivery methods to enhance transit efficiencies and accessibility.	Community Development Public Works	Ongoing
3.1.6 Update and implement Village regulations and policies for winter maintenance of sidewalks and trail facilities.	Public Works Parks, Recreation & Forestry	1 year

Key Initiative #2: Improve & effectively maintain our water, sanitary and stormwater management services, and infrastructure.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
3.2.1 Complete utility infrastructure replacement projects identified in the Village’s capital improvement program.	Public Works / Utilities	Ongoing
3.2.2 Maintain compliance with the Village’s MS4 permit.	Public Works / Utilities	Ongoing
3.2.3 Complete stormwater pond construction and maintenance projects identified in the Village’s capital improvement program.	Public Works / Utilities	Ongoing
3.2.4 Maintain GIS system updates for all Village utilities.	Public Works / Utilities	Ongoing



Key Initiative #3: Improve & effectively maintain our Village owned facilities.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
3.3.1 Complete Village Garage and Ashwaubomay Storage Facility Analysis.	Public Works Parks, Recreation & Forestry	1 Year
3.3.2 Evaluate and recommend options for a more comprehensive Village asset management system.	Finance Public Works	2-3 Years
3.3.3 Develop and implement a preventative and long-term maintenance program/plan for all Village facilities.	Public Works Finance	3-4 Years



Directive #4: Support Community & Economic Development.

GOAL: The Village of Ashwaubenon will encourage reinvestment in the Village’s neighborhoods, ensuring quality housing developments create diverse and affordable options for all citizens. Additionally, the Village will actively pursue business and workforce development opportunities to support a growing and sustainable tax base.

Key Initiative #1: Attract, expand, and retain businesses and workforce.		
S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
4.1.1 Develop and track annual business retention visits and set goals to increase meeting frequency and follow up.	Community Development	1-2 Years
4.1.2 Maintain a current parcel map of available commercial and industrial properties for development.	Community Development	Ongoing
4.1.3 Revise the zoning and development related ordinances to make them easier for businesses and the public to understand and Village staff to administer.	Community Development Plan Commission Village Board	3-4 Years
4.1.4 Review & rewrite the Zoning Code for signs to comply with Supreme Court rulings	Community Development Plan Commission Village Board	1 Year
4.1.5 Continually evaluate development review processes to find efficiencies while maintaining Village standards.	Community Development	Ongoing
4.1.6 Support the Greater Green Bay Chamber’s workforce development efforts.	Community Development	Ongoing

Key Initiative #2: Support redevelopment opportunities for key districts, underutilized properties, and along commercial corridors.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
4.2.1 Update the Comprehensive Plan with new census data and development projects.	Community Development	1-2 Years
4.2.2 Develop and implement a marketing strategy for the Village’s Tax Incremental Finance Districts and other Village-owned properties.	Community Development	2-3 Years
4.2.3 Use targeted TIF investments to support redevelopment efforts.	Village Board Community Development Finance	Ongoing
4.2.4 Market Village-owned properties through the WEDC “Locate In Wisconsin” website.	Community Development	Ongoing
4.2.5 Hold an annual economic development meeting with stadium district businesses.	Community Development	2-3 Years
4.2.6 Review and possibly recommend the implementation of a Business Improvement District to the stadium district.	Community Development Administration	2-3 Years

Key Initiative #3: Strive to expand and create new quality, diverse housing options.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
4.3.1 Encourage homeowners to take advantage of Brown County’s housing rehabilitation loan program.	Community Development	Ongoing
4.3.2 Annually update the housing fee and development report as required by State statute.	Community Development	Ongoing
4.3.3 Promote additional senior housing development in the Village.	Community Development	Ongoing
4.3.4 Promote efforts to diversify the Village’s housing stock.	Community Development	Ongoing



Directive #5: Strive for Organizational & Financial Excellence.

GOAL: The Village of Ashwaubenon will implement policy decisions in a manner that provides accountable, innovative, and results-focused government, effectively managing its fiscal and human resources to maintain a superior level of service.



Key Initiative #1: Optimize organizational structure and human resource management.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
5.1.1 Evaluate, Right-size, and better align Village functional organization/structure by conducting a comprehensive human resources and organizational study.	Administration	1-2 Years
5.1.2 Annually review and revise where necessary employee job descriptions to reflect accurate essential job duties and functions.	Administration	Ongoing
5.1.3 Develop a staffing succession plan for supervisory/management positions.	Administration	2-3 Years
5.1.4 Review and revise the Village's Employee Handbook to reflect industry standards and regulatory requirements.	Administration	1 Year
5.1.5 Review and revise the Village's employee compensation, benefits, and performance evaluation program to reflect industry standards and regulatory requirements.	Administration	1-2 Years
5.1.6 Establish intra-departmental team to establish an effective employee recognition program.	Administration	1 Year

Key Initiative #2: **Implement operating efficiencies and technology improvements.**

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
5.2.1 Establish an intra-departmental business process improvement team to identify and overcome process inefficiencies -- Explore Lean Government training; implement techniques where applicable.	Administration	2-3 Years
5.2.2 Improve website from a technology-utility standpoint (permitting, payments, licensing, fillable forms, records, etc.).	Finance / Information Technology	1-2 Years
5.2.3 Improve access and content on employee Intranet platform.	Finance / Information Technology	1-2 Years
5.2.4 Review and update records retention policy to conform to regulatory standards. Provide for appropriate storage facilities for required records to ensure safe, secure keeping.	Village Clerk Village Attorney Information Technology	1-2 Years
5.2.5 Develop and implement electronic document/record storage system.	Village Clerk Village Attorney Information Technology	2-3 Years
5.2.6 Expand the public's access to GIS Information & data.	Community Development Public Works / Utilities Information Technology	2-3 Years
5.2.7 Deploy an improved Enterprise Resource Program/Financial Software.	Finance / Information Technology	1-2 Years
5.2.8 Provide multi-media technology improvements to the Village Board room to enhance presentations, interoperability, and public access at meetings.	Information Technology	1 Year

Key Initiative #3: Expand and improve our performance management and reporting systems.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
5.3.1 Develop an Annual Operating Budget document that is recognized by the Government Finance Officers Association (GFOA) for Distinguished Budget.	Finance Administration	1 Year
5.3.2 Develop a Comprehensive Annual Financial Report (CAFR) that is recognized by the Government Finance Officers Association (GFOA) for excellence.	Finance	2-3 Years
5.3.3 Develop a Popular Annual Financial Report (PAFR) that is recognized by the Government Finance Officers Association (GFOA) for excellence.	Finance	2-3 Years
5.3.4 Improve the five-year Capital Improvement Plan to include higher levels of detail, focus on long-term debt planning, consensus on priorities and thorough analysis of potential alternative funding. Integrates directly into annual budget.	Administration Finance	1-2 Years
5.3.5 Develop an annual budget and performance management scorecard focusing on key performance indicators. Report information quarterly to the Village Board and general public.	Administration Finance	1-2 Years

Directive #6: Provide Effective Communication & Engagement.

GOAL: The Village of Ashwaubenon will utilize a citizen-centered approach toward communication and engagement; we aim to empower our diverse population to be informed and participate in local government activities and decision-making.

Key Initiative #1: Maximize the use of electronic communication to provide comprehensive, timely and accurate information.		
S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
6.1.1 Increase methods / frequency of communication and engagement among staff, elected officials, and general public.	Administration	1-2 Years
6.1.2 Expand content strategies for Manager’s Minute (internal staff newsletter) to foster interpersonal communications through entire organization.	Administration	Ongoing
6.1.3 Develop, promote, and disseminate a monthly electronic newsletter to the general public. Content shall evolve and change based on current events in the Village and actions by the Village Board.	Administration	1-2 Years
6.1.4 Develop and implement a social media use policy. More effectively utilize social media outlets to provide real-time information to Village residents and businesses.	Administration	1 Year

Key Initiative #2: Market/brand the Village and increase exposure through effective multimedia campaigns and special events.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
6.2.1 Develop & implement an integrated marketing strategy for the Village of Ashwaubenon.	Administration	3-4 Years
6.2.2 Review and evaluate opportunities for additional community wayfinding signs.	Community Development	1-2 Years



Key Initiative #3: Maintain collaborative relationships with other public/education/government entities and private service providers.

S.M.A.R.T. Action Items:	Responsibility:	Timeframe:
6.3.1 Renew the intergovernmental services agreement with the Oneida Nation.	Administration	1-2 Years
6.3.2 Support cooperative agreements with the Green Bay Packers and Tiletown District to support efforts toward sustainable public services and greater economic development.	Community Development	1-2 Years
6.3.2 Continue our cooperative agreements with the Ashwaubenon School District.	Administration	Ongoing
6.3.2 Cooperative with the Ashwaubenon Performing Arts Center to expand programs and events.	Administration Parks, Recreation & Forestry	Ongoing



Evaluation of Results

Periodic review and adjustment will be necessary over the planning period. The Village will monitor progress through regular reporting including during the annual budget process. Performance measurement describes specific measurable outcomes for each strategic goal and objective to determine if it was achieved or not. Performance measures should use a balanced approach to determine success.

- Service Delivery (What is our service/product? – How much did we deliver?)
- Citizen (Customer) Satisfaction (How satisfied are our citizens?)
- Cost Efficiency (How much did it cost?)

The review should evaluate the progress made toward achieving the strategic directives recognizing that many directives are on-going. As key objectives, strategies, and actions are accomplished throughout the year they should be documented. The documentation of accomplishments allows for an assessment of the program by comparing designated strategies and actions to achievements. If key objectives are not being attained or strived for then corrective actions need to occur. These can include modifying the actions and strategies to achieve the objectives to modifying the objective itself.

Public evaluation through surveys and assessments can be helpful as well. If these are used, it is recommended that they begin following the second year of the plan being implemented to ensure that the program has had adequate public exposure.

APPENDICES

Appendix A – SWOT Analysis

Appendix B – Community Survey Results

Appendix A – SWOT Analysis

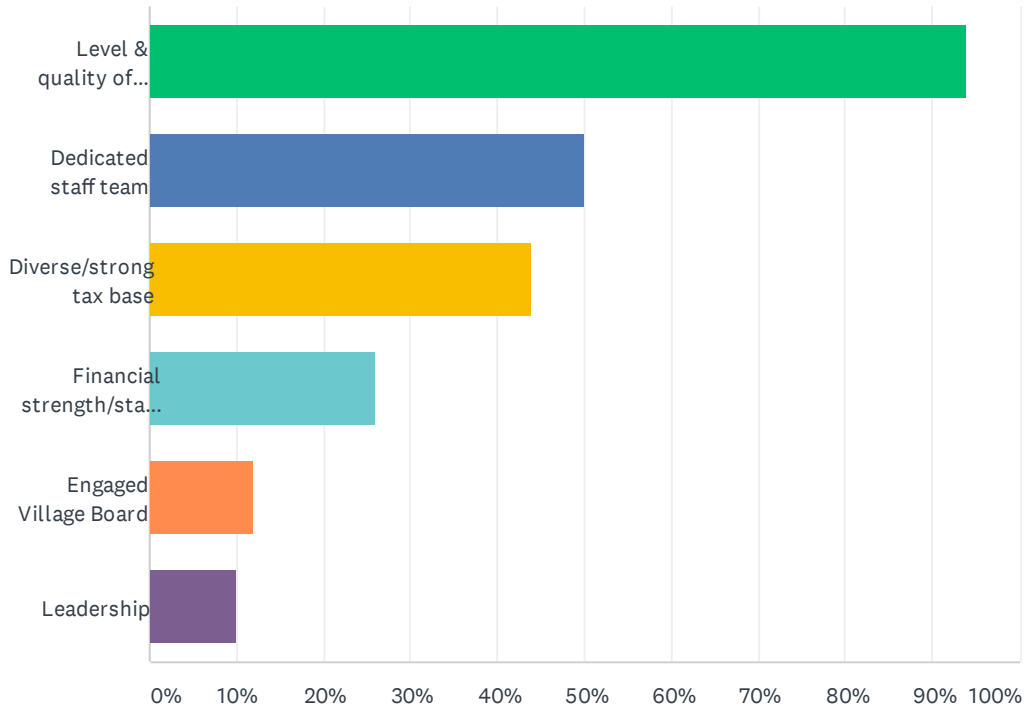
S.W.O.T. stands for Strengths, Weaknesses, Opportunities, and Threats, and so a SWOT Analysis is a technique for assessing these four aspects of our organization.

The Village Board, Department Heads, and all employees of the Village of Ashwaubenon, provided input for the S.W.O.T. analysis. The items identified as strengths, weaknesses, opportunities, or threats are not all-encompassing, rather a summation of key points for each category.

The following is a summary of the completed SWOT Analysis.

Q1 Strengths are things that the Village of Ashwaubenon does particularly well, or in a way that distinguishes us from other municipal organizations. In your opinion, what do we do well? Select all that apply or add additional strengths if desired.

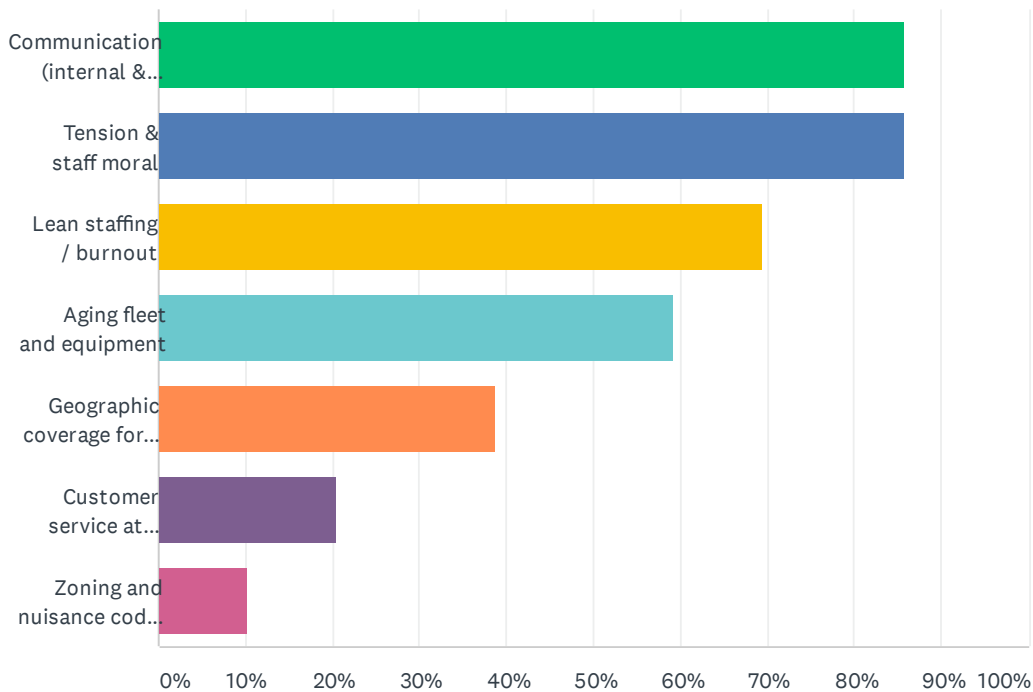
Answered: 50 Skipped: 0



ANSWER CHOICES	RESPONSES	
Level & quality of services provided to the community	94.00%	47
Dedicated staff team	50.00%	25
Diverse/strong tax base	44.00%	22
Financial strength/stability	26.00%	13
Engaged Village Board	12.00%	6
Leadership	10.00%	5
Total Respondents: 50		

Q2 Weaknesses, like strengths, are specific to our organization. The focus is on our employees, resources, systems, and procedures. Think about what we could improve, and the sorts of practices we should avoid. These are items we can directly control or manage. Select all that apply, and add any additional comments if necessary.

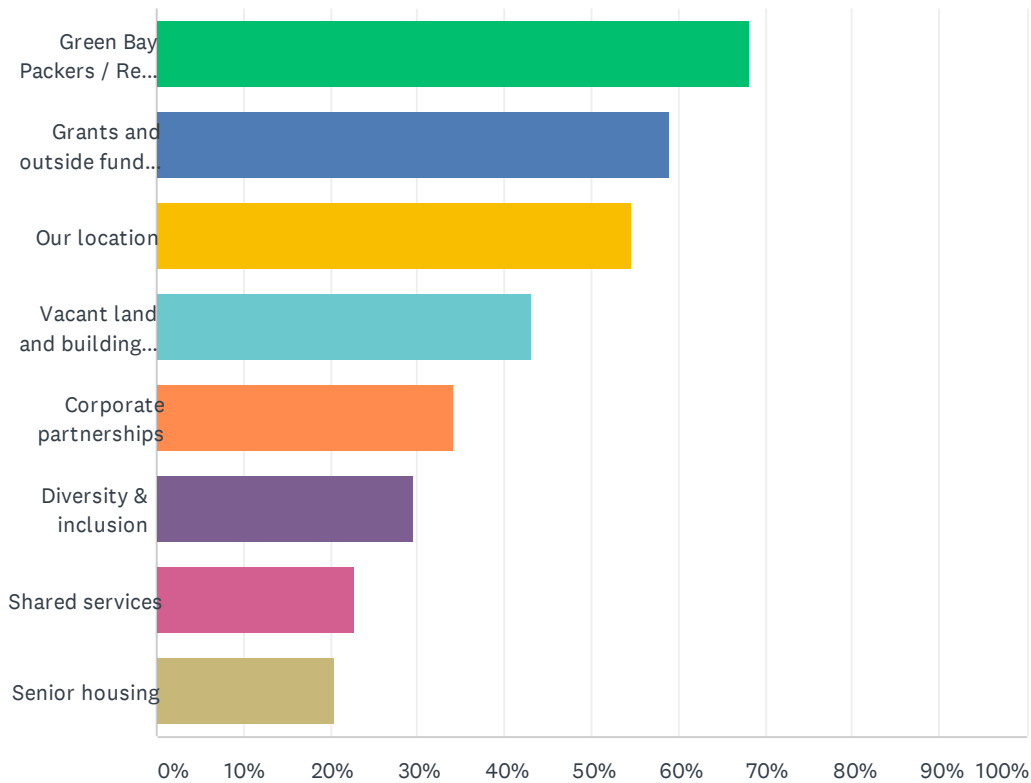
Answered: 49 Skipped: 1



ANSWER CHOICES	RESPONSES	
Communication (internal & external)	85.71%	42
Tension & staff moral	85.71%	42
Lean staffing / burnout	69.39%	34
Aging fleet and equipment	59.18%	29
Geographic coverage for public safety services	38.78%	19
Customer service at Village Hall (signage)	20.41%	10
Zoning and nuisance code enforcement	10.20%	5
Total Respondents: 49		

Q3 Opportunities are openings or chances for something positive to happen. Opportunities occur outside of our control, but we'll need to claim them to fully benefit. Select all that apply, and add any additional comments if necessary.

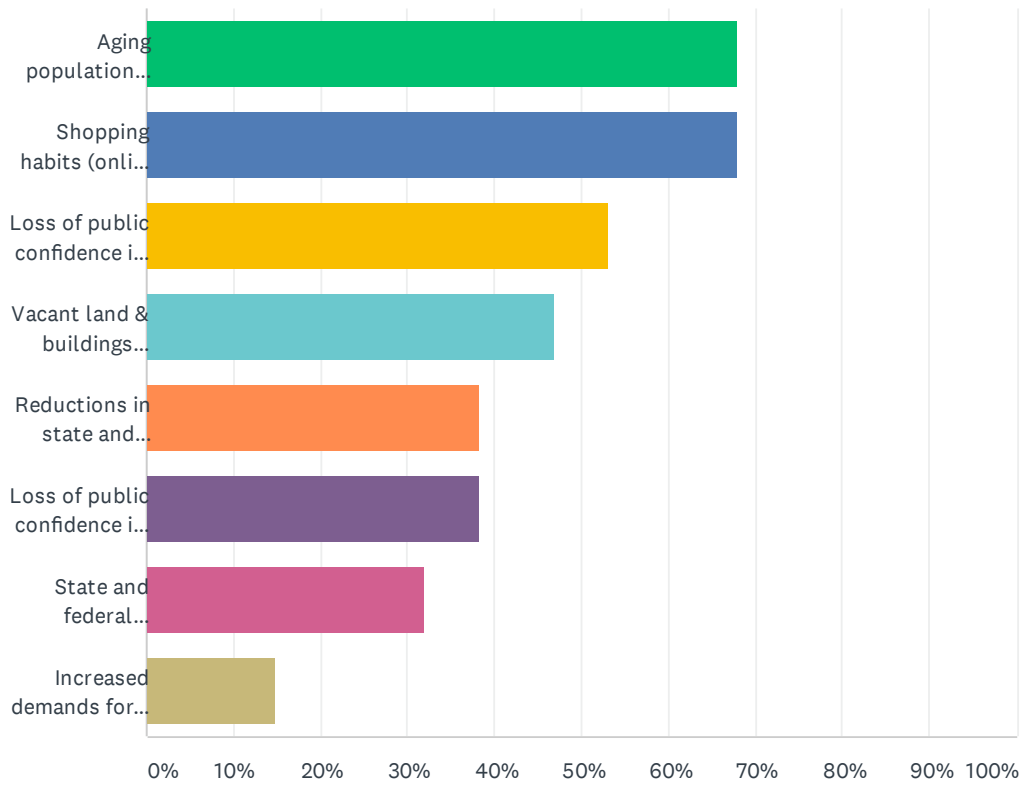
Answered: 44 Skipped: 6



ANSWER CHOICES	RESPONSES	
Green Bay Packers / Resch Expo Center / Entertainment district expansion	68.18%	30
Grants and outside funding sources	59.09%	26
Our location	54.55%	24
Vacant land and buildings for redevelopment	43.18%	19
Corporate partnerships	34.09%	15
Diversity & inclusion	29.55%	13
Shared services	22.73%	10
Senior housing	20.45%	9
Total Respondents: 44		

Q4 Threats include anything that can negatively affect our organization from the outside. Threats are outside our control, but we can identify threats to reduce their impact on the organization. Select all that apply, and add any additional comments where necessary.

Answered: 47 Skipped: 3

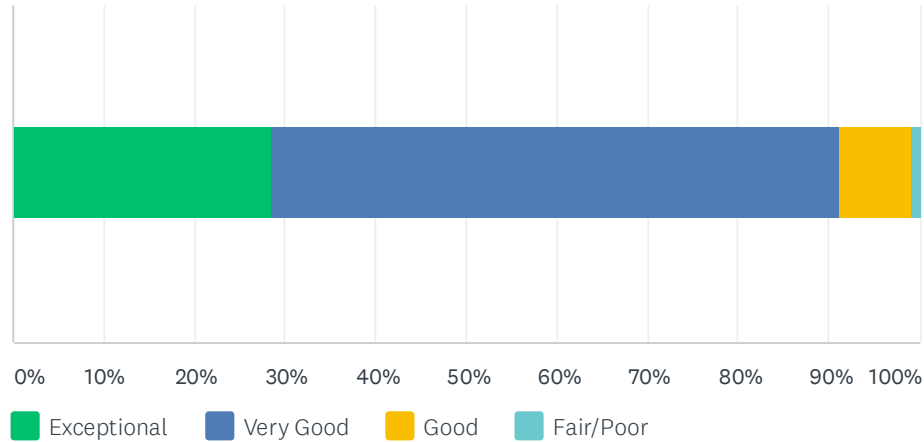


ANSWER CHOICES	RESPONSES	
Aging population (increased service demands)	68.09%	32
Shopping habits (online vs. brick & mortar)	68.09%	32
Loss of public confidence in government institutions	53.19%	25
Vacant land & buildings (retail/commercial)	46.81%	22
Reductions in state and federal aid	38.30%	18
Loss of public confidence in social environments	38.30%	18
State and federal mandates (unfunded)	31.91%	15
Increased demands for transit services / mobility	14.89%	7
Total Respondents: 47		

APPENDIX B – Community Survey Results

Q1 Which of the following best describes your opinion of the general quality of life in the Village of Ashwaubenon?

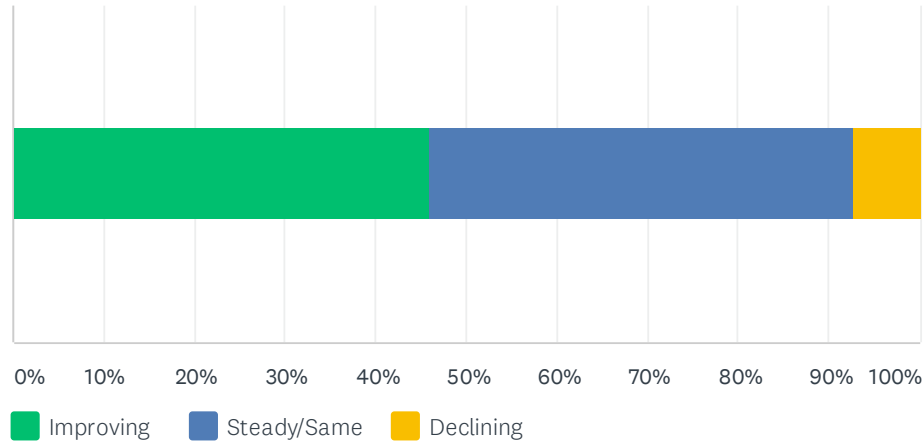
Answered: 137 Skipped: 0



ANSWER CHOICES	RESPONSES	
Exceptional	28.47%	39
Very Good	62.77%	86
Good	8.03%	11
Fair/Poor	0.73%	1
TOTAL		137

Q2 In your opinion, in which direction is Ashwaubenon headed?

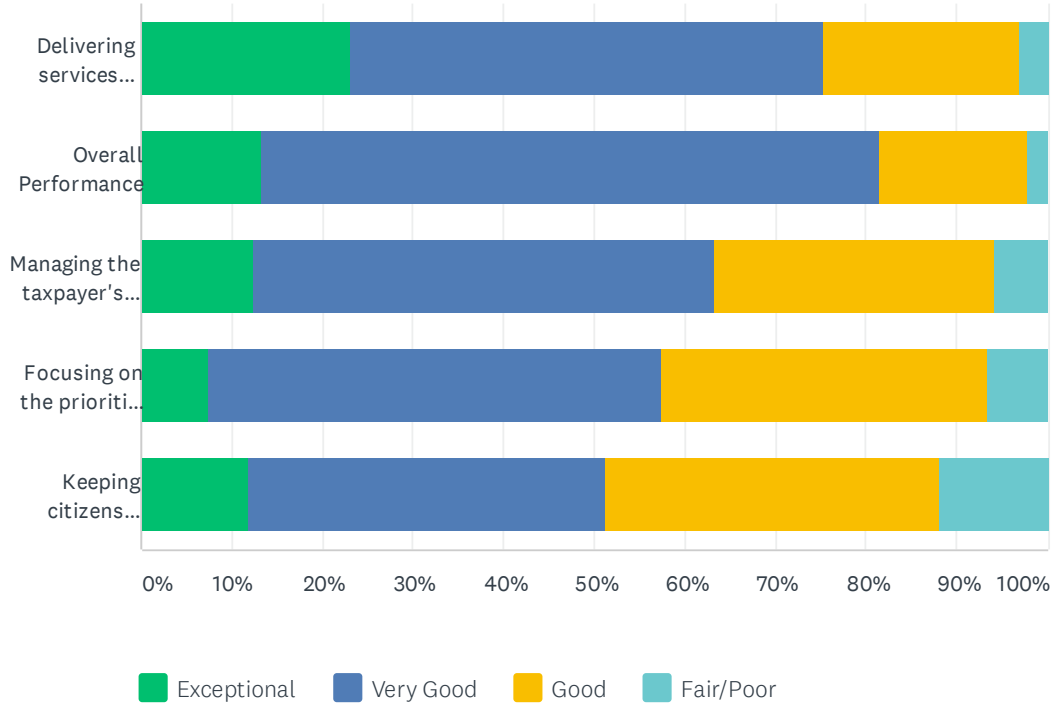
Answered: 137 Skipped: 0



ANSWER CHOICES	RESPONSES	
Improving	45.99%	63
Steady/Same	46.72%	64
Declining	7.30%	10
TOTAL		137

Q3 How do you think the Village of Ashwaubenon is doing in each of the following areas?

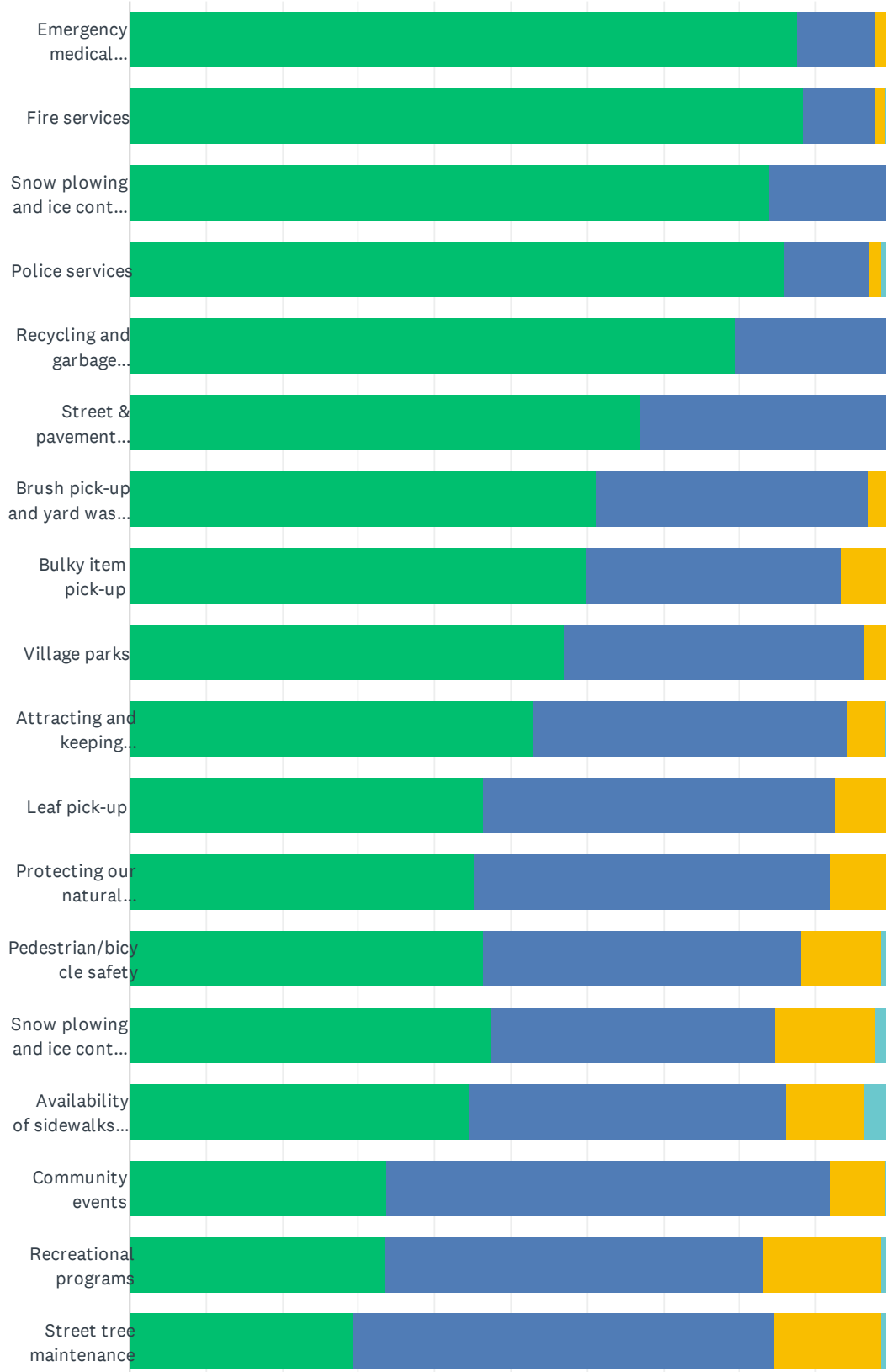
Answered: 137 Skipped: 0



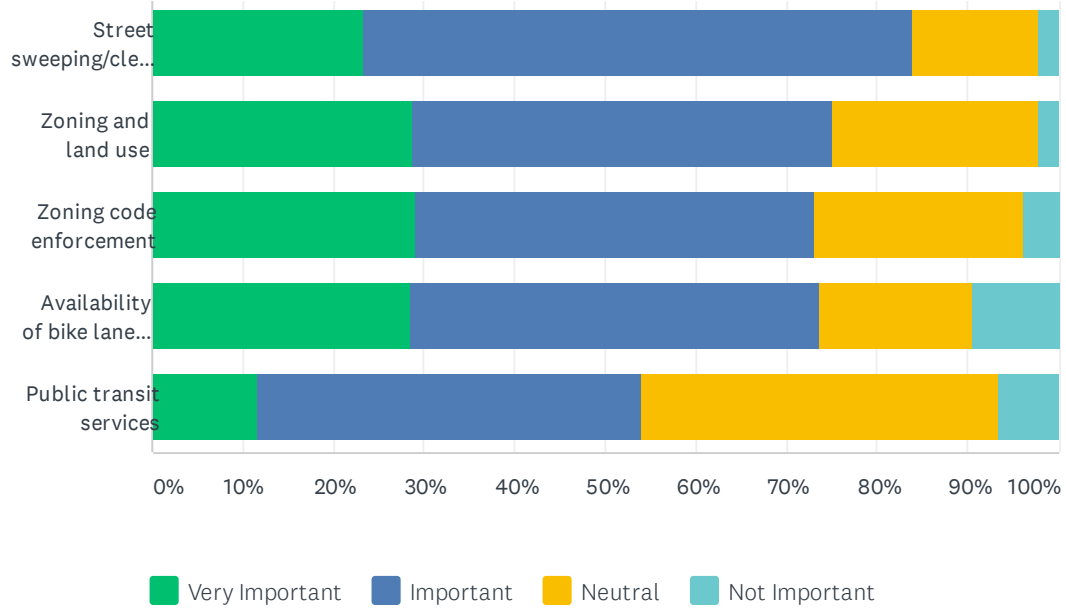
	EXCEPTIONAL	VERY GOOD	GOOD	FAIR/POOR	TOTAL	WEIGHTED AVERAGE
Delivering services efficiently	23.13% 31	52.24% 70	21.64% 29	2.99% 4	134	2.96
Overall Performance	13.33% 18	68.15% 92	16.30% 22	2.22% 3	135	2.93
Managing the taxpayer's money	12.50% 17	50.74% 69	30.88% 42	5.88% 8	136	2.70
Focusing on the priorities that matter most to citizens	7.35% 10	50.00% 68	36.03% 49	6.62% 9	136	2.58
Keeping citizens informed	11.85% 16	39.26% 53	37.04% 50	11.85% 16	135	2.51

Q4 Using the list of services and functions provided by the Village, please indicate how important each is to you and your household?

Answered: 137 Skipped: 0



Ashwaubenon Community Survey



Ashwaubenon Community Survey

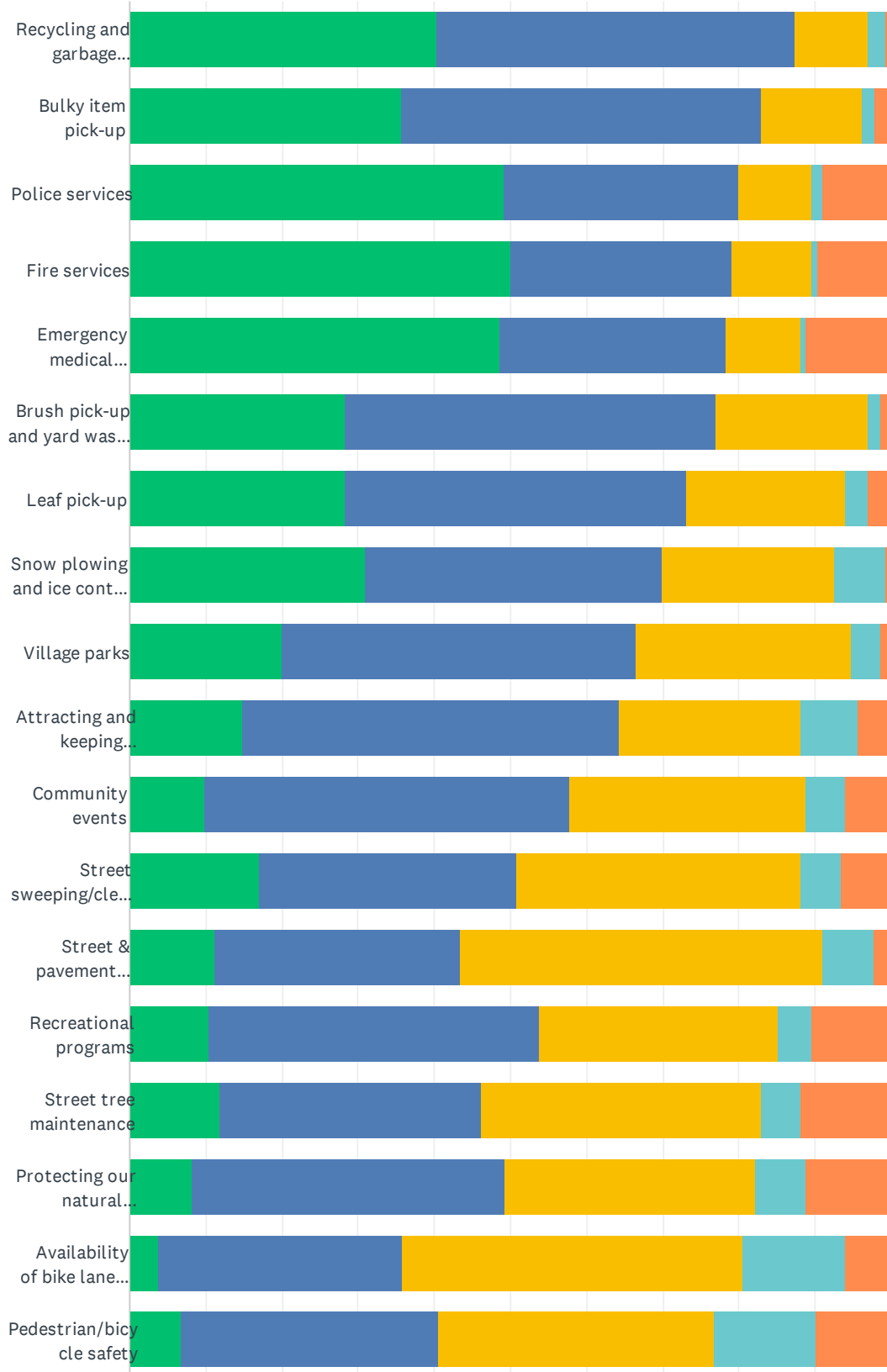
	VERY IMPORTANT	IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
Emergency medical services	87.59% 120	10.22% 14	2.19% 3	0.00% 0	137	3.85
Fire services	88.32% 121	9.49% 13	1.46% 2	0.73% 1	137	3.85
Snow plowing and ice control (roads)	83.94% 115	16.06% 22	0.00% 0	0.00% 0	137	3.84
Police services	86.03% 117	11.03% 15	1.47% 2	1.47% 2	136	3.82
Recycling and garbage collection	79.56% 109	20.44% 28	0.00% 0	0.00% 0	137	3.80
Street & pavement maintenance	67.15% 92	32.12% 44	0.73% 1	0.00% 0	137	3.66
Brush pick-up and yard waste collection	61.31% 84	35.77% 49	2.92% 4	0.00% 0	137	3.58
Bulky item pick-up	59.85% 82	33.58% 46	6.57% 9	0.00% 0	137	3.53
Village parks	56.93% 78	39.42% 54	3.65% 5	0.00% 0	137	3.53
Attracting and keeping businesses in Ashwaubenon	52.94% 72	41.18% 56	5.15% 7	0.74% 1	136	3.46
Leaf pick-up	46.32% 63	46.32% 63	7.35% 10	0.00% 0	136	3.39
Protecting our natural environment	45.26% 62	46.72% 64	8.03% 11	0.00% 0	137	3.37
Pedestrian/bicycle safety	46.32% 63	41.91% 57	10.29% 14	1.47% 2	136	3.33
Snow plowing and ice control (sidewalks & trails)	47.45% 65	37.23% 51	13.14% 18	2.19% 3	137	3.30
Availability of sidewalks and walking paths	44.53% 61	41.61% 57	10.22% 14	3.65% 5	137	3.27
Community events	33.82% 46	58.09% 79	7.35% 10	0.74% 1	136	3.25
Recreational programs	33.58% 46	49.64% 68	15.33% 21	1.46% 2	137	3.15
Street tree maintenance	29.41% 40	55.15% 75	13.97% 19	1.47% 2	136	3.13
Street sweeping/cleaning	23.36% 32	60.58% 83	13.87% 19	2.19% 3	137	3.05
Zoning and land use	28.68% 39	46.32% 63	22.79% 31	2.21% 3	136	3.01
Zoning code enforcement	29.10% 39	44.03% 59	23.13% 31	3.73% 5	134	2.99
Availability of bike lanes and bike paths	28.47% 39	45.26% 62	16.79% 23	9.49% 13	137	2.93
Public transit services	11.68% 16	42.34% 58	39.42% 54	6.57% 9	137	2.59

Ashwaubenon Community Survey

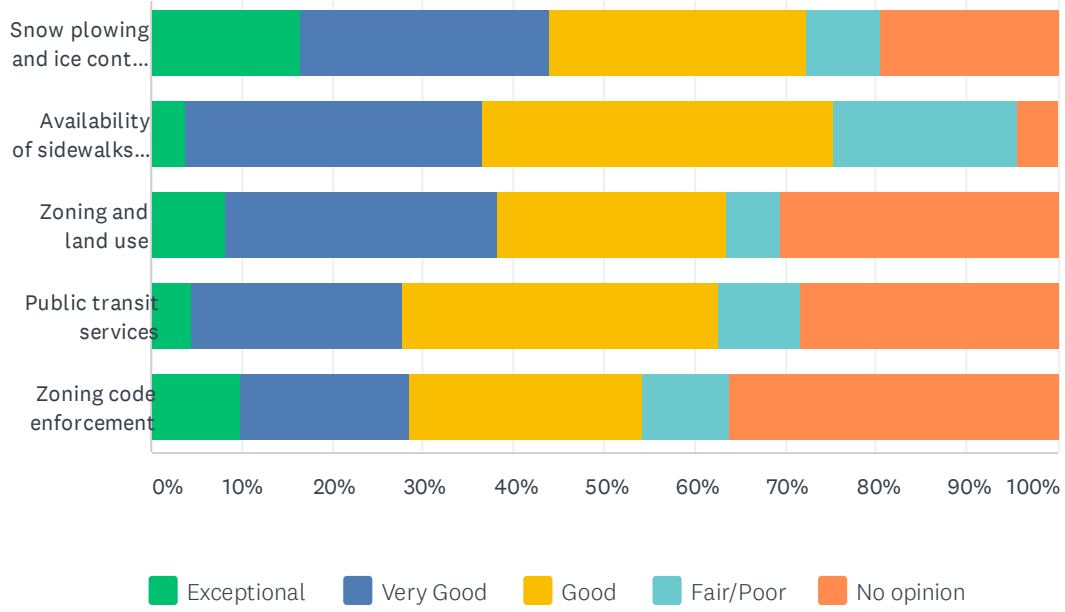
#	OTHER (PLEASE SPECIFY)	DATE
1	Need Covid mask ordinance! Keep people safe. They are too ignorant otherwise and don't care about anyone but themselves!	3/31/2021 1:30 PM
2	Please consider keep biking walking trails and paths clear in the winter months	3/22/2021 3:11 PM
3	Teen programs	3/22/2021 9:07 AM

Q5 Using the same list of services and functions, how well do you think the Village is performing in each area?

Answered: 134 Skipped: 3



Ashwaubenon Community Survey



Ashwaubenon Community Survey

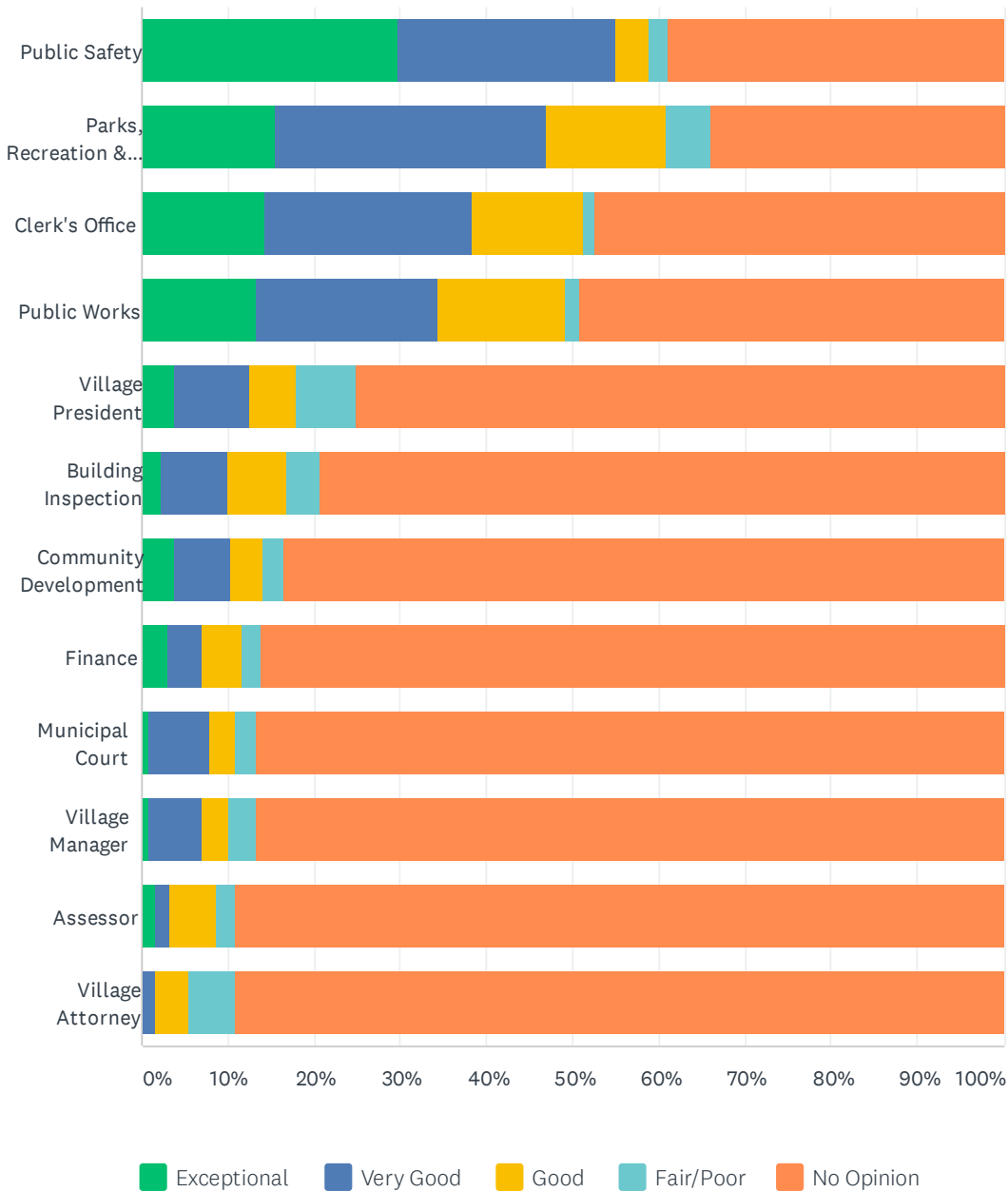
	EXCEPTIONAL	VERY GOOD	GOOD	FAIR/POOR	NO OPINION	TOTAL	WEIGHTED AVERAGE
Recycling and garbage collection	40.30% 54	47.01% 63	9.70% 13	2.24% 3	0.75% 1	134	3.24
Bulky item pick-up	35.82% 48	47.01% 63	13.43% 18	1.49% 2	2.24% 3	134	3.13
Police services	49.25% 66	30.60% 41	9.70% 13	1.49% 2	8.96% 12	134	3.10
Fire services	50.00% 67	29.10% 39	10.45% 14	0.75% 1	9.70% 13	134	3.09
Emergency medical services	48.51% 65	29.85% 40	9.70% 13	0.75% 1	11.19% 15	134	3.04
Brush pick-up and yard waste collection	28.36% 38	48.51% 65	20.15% 27	1.49% 2	1.49% 2	134	3.01
Leaf pick-up	28.36% 38	44.78% 60	20.90% 28	2.99% 4	2.99% 4	134	2.93
Snow plowing and ice control (roads)	30.83% 41	39.10% 52	22.56% 30	6.77% 9	0.75% 1	133	2.92
Village parks	20.15% 27	46.27% 62	28.36% 38	3.73% 5	1.49% 2	134	2.80
Attracting and keeping businesses in Ashwaubenon	14.93% 20	49.25% 66	23.88% 32	7.46% 10	4.48% 6	134	2.63
Community events	9.77% 13	48.12% 64	30.83% 41	5.26% 7	6.02% 8	133	2.50
Street sweeping/cleaning	17.16% 23	33.58% 45	37.31% 50	5.22% 7	6.72% 9	134	2.49
Street & pavement maintenance	11.19% 15	32.09% 43	47.76% 64	6.72% 9	2.24% 3	134	2.43
Recreational programs	10.45% 14	43.28% 58	31.34% 42	4.48% 6	10.45% 14	134	2.39
Street tree maintenance	11.94% 16	34.33% 46	36.57% 49	5.22% 7	11.94% 16	134	2.29
Protecting our natural environment	8.21% 11	41.04% 55	32.84% 44	6.72% 9	11.19% 15	134	2.28
Availability of bike lanes and bike paths	3.73% 5	32.09% 43	44.78% 60	13.43% 18	5.97% 8	134	2.14
Pedestrian/bicycle safety	6.77% 9	33.83% 45	36.09% 48	13.53% 18	9.77% 13	133	2.14
Snow plowing and ice control (sidewalks & trails)	16.42% 22	27.61% 37	28.36% 38	8.21% 11	19.40% 26	134	2.13
Availability of sidewalks and walking paths	3.73% 5	32.84% 44	38.81% 52	20.15% 27	4.48% 6	134	2.11
Zoning and land use	8.21% 11	29.85% 40	25.37% 34	5.97% 8	30.60% 41	134	1.79
Public transit services	4.48% 6	23.13% 31	35.07% 47	8.96% 12	28.36% 38	134	1.66
Zoning code enforcement	9.77% 13	18.80% 25	25.56% 34	9.77% 13	36.09% 48	133	1.56

Ashwaubenon Community Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Speed zone enforcement on Shady Ln. must be improved or a stop sign out in. Someone is going to get severely injured or killed. People drive 60 mpg in a 25 often. I have almost got hit while walking many times!	3/31/2021 1:30 PM
2	The industrial area of Parkview Rd and Holmgran is often overlooked. We live on Parkview Ct for 9 years and have to call for bulk and leaf pick up as our street gets missed. Same for street cleansing. Would love to see bike lane or side walks on this area so families can get out more safely. Holmgren from Parkview Rd to Glory rd is awful for speeding. We often pack up bikes and head to the residential area for a safer family bike ride.	3/28/2021 5:31 PM
3	Traffic flow around schools at start and end times is hazardous. Road conditions were poor this winter	3/26/2021 5:14 PM
4	Police Union seems like they are running village	3/22/2021 8:43 AM
5	Date if large garbage pick up confusing	3/19/2021 4:09 PM
6	Would like to see every week recycling. Most communities are going this route.	3/16/2021 11:38 AM

Q6 If you've had direct contact with any of the following village departments or services, how would you rate your overall customer service experience?

Answered: 133 Skipped: 4

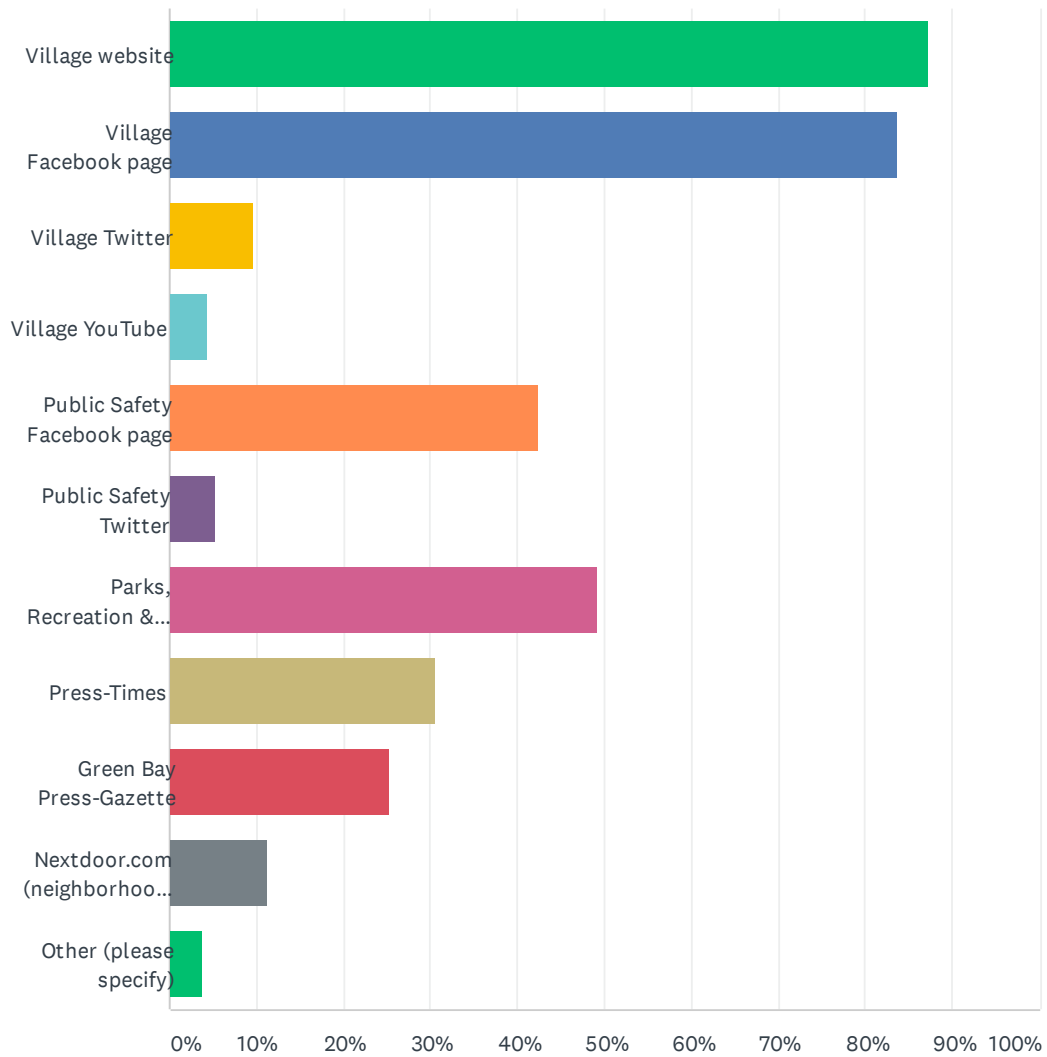


Ashwaubenon Community Survey

	EXCEPTIONAL	VERY GOOD	GOOD	FAIR/POOR	NO OPINION	TOTAL	WEIGHTED AVERAGE
Public Safety	29.77% 39	25.19% 33	3.82% 5	2.29% 3	38.93% 51	131	2.05
Parks, Recreation & Forestry	15.38% 20	31.54% 41	13.85% 18	5.38% 7	33.85% 44	130	1.89
Clerk's Office	14.29% 19	24.06% 32	12.78% 17	1.50% 2	47.37% 63	133	1.56
Public Works	13.28% 17	21.09% 27	14.84% 19	1.56% 2	49.22% 63	128	1.48
Village President	3.88% 5	8.53% 11	5.43% 7	6.98% 9	75.19% 97	129	0.59
Building Inspection	2.31% 3	7.69% 10	6.92% 9	3.85% 5	79.23% 103	130	0.50
Community Development	3.91% 5	6.25% 8	3.91% 5	2.34% 3	83.59% 107	128	0.45
Finance	3.10% 4	3.88% 5	4.65% 6	2.33% 3	86.05% 111	129	0.36
Municipal Court	0.78% 1	6.98% 9	3.10% 4	2.33% 3	86.82% 112	129	0.33
Village Manager	0.78% 1	6.20% 8	3.10% 4	3.10% 4	86.82% 112	129	0.31
Assessor	1.56% 2	1.56% 2	5.47% 7	2.34% 3	89.06% 114	128	0.24
Village Attorney	0.00% 0	1.56% 2	3.91% 5	5.47% 7	89.06% 114	128	0.18

Q7 Which of the following, if any, do you use for information about the Village of Ashwaubenon? Check all that apply.

Answered: 134 Skipped: 3



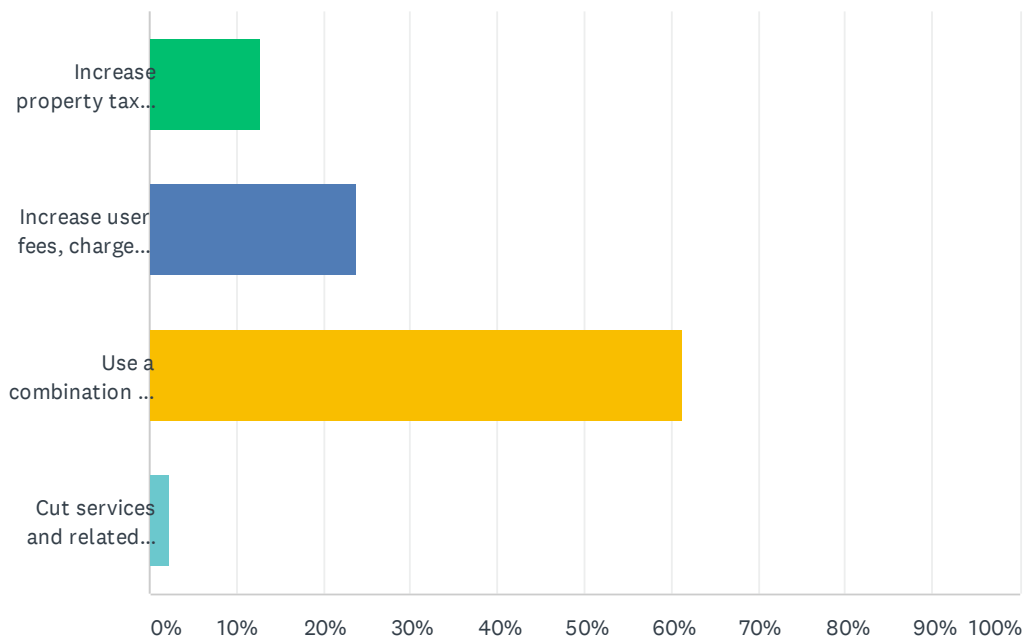
Ashwaubenon Community Survey

ANSWER CHOICES	RESPONSES	
Village website	87.31%	117
Village Facebook page	83.58%	112
Village Twitter	9.70%	13
Village YouTube	4.48%	6
Public Safety Facebook page	42.54%	57
Public Safety Twitter	5.22%	7
Parks, Recreation & Forestry Facebook page	49.25%	66
Press-Times	30.60%	41
Green Bay Press-Gazette	25.37%	34
Nextdoor.com (neighborhood social networking website)	11.19%	15
Other (please specify)	3.73%	5
Total Respondents: 134		

#	OTHER (PLEASE SPECIFY)	DATE
1	Parks and Rec magazine	3/27/2021 8:06 AM
2	Friends	3/24/2021 2:10 PM
3	Phone call to department	3/23/2021 7:40 PM
4	Code Red	3/17/2021 7:27 PM
5	Friends	3/16/2021 11:22 PM

Q8 The cost to provide village services continues to rise for a variety of factors. Village services can be paid through a combination of any of the following sources: property taxes, direct user fees, charges and assessments. How would you prefer the Village address rising costs? Please choose one answer.

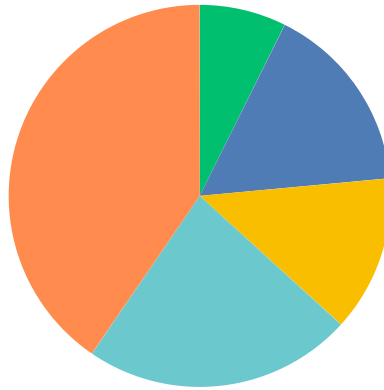
Answered: 134 Skipped: 3



ANSWER CHOICES	RESPONSES	
Increase property taxes – do not increase user fees, charges and assessments	12.69%	17
Increase user fees, charges and assessments – do not increase property taxes	23.88%	32
Use a combination of increased property taxes and user fees, charges and assessments	61.19%	82
Cut services and related spending	2.24%	3
TOTAL		134

Q9 How long have you lived in Ashwaubenon?

Answered: 136 Skipped: 1



■ Less than 2 years
 ■ 2 to 5 years
 ■ 6 to 10 years
 ■ 11 to 25 years
■ More than 25 years

ANSWER CHOICES	RESPONSES	
Less than 2 years	7.35%	10
2 to 5 years	16.18%	22
6 to 10 years	13.24%	18
11 to 25 years	22.79%	31
More than 25 years	40.44%	55
TOTAL		136

Q10 Please share with us any comments you wish to make.

Answered: 43 Skipped: 94

#	RESPONSES	DATE
1	Overall the redevelopment of Titledown and the areas around Lambeau are positive steps forward--it's a lot of hard work, but we're seeing progress. I'd like to see more on resident-focused visioning for the future of life in the village, thinking about things like equity and inclusion. Also items such as trails and connectivity, and more interesting activated public spaces (such as Spruce Street Harbor Park in Philadelphia, Mears Park in St. Paul, or even simpler interventions like special lighting elements at key locations) are severely lacking and without a strong implementation plan (that I know of), outside of trails within the parks. The Expo is gorgeous, and I'd like to see how to expand that energy and activity throughout that "entertainment area." It could be really cool, and a year-round destination to bring more visitor dollars to our local economy, but right now it's just a random collection of bars. It seems like some intervention by the village will be needed to take it to the next level that is not naturally occurring with the private sector.	4/2/2021 4:27 PM
2	It would be nice if the municipal building was open just a little bit longer for people who work during the day. It is typically open the same hours I work and makes it difficult to access some services without missing lunch.	4/2/2021 3:03 AM
3	Please do something about the safety of individuals in Ashwaubenon. I have lived on Shady Ln. for 22 years and the safety for pedestrians is atrocious. It is getting worse instead of better. It is being used as an expressway because there are no stop signs or stop lights. Ridge Rd and Packerland Blvd. both have stoplights and stop signs so Shady is inundated with delivery drivers, motorcycles and other crazy motorists flying down the street. I have called several times on this and it has definitely gotten worse. The hill by Morris and Shady is where they fly going both ways. Please, I am asking you to do something that is going to fix this issue not put a temporary bandaid on the problem. Thank you.	3/31/2021 1:30 PM
4	Administration shows little concern for homeowner's complaints and concerns of residential properties--little to no enforcement of ordinances. Too much priority is given to Titledown--too many restrictions and rules for businesses (I know of many businesses that won't consider Ashwaubenon because of this). One meeting I watched, wrangled for almost an hour with a business owner about whether they would have partially or completely covered screws on the exterior of a building--but I as a homeowner have to live next to a DUMP and keep being told there is nothing that can be done--REALLY?	3/29/2021 10:29 AM
5	Ashwaubenon provides the best services in the whole area!! It's a great place to live!	3/29/2021 8:21 AM
6	None	3/28/2021 9:18 PM
7	I have been very pleased with garbage, large pick up, snow removal, voting access and other services. I realize the pandemic may cause a temporary rise in local taxes. Possibly find raising events could be used to inform the community of our needs.	3/28/2021 3:48 PM
8	I love living in Ashwaubenon.....46 years. In general I believe the village does a good job in all aspects of management. I miss the televising of the board meetings. I know it is not feasible, non the less, it was a valuable means of communication between the village and residents.	3/28/2021 10:10 AM
9	Driving around and seeing more and more vehicles sitting in driveways with flat tires for long periods of time needs to be addressed before we look like a dump.	3/28/2021 9:59 AM
10	I wish more was done to neighbors that do not cut their lawn and keep up with essential work that needs to be done with their property. We can only call to complain so many times before it's time to sell our home which is unfortunate.	3/28/2021 9:57 AM
11	I am pleased that the village has a new village manager. It was time to move on from the negativity and conflict she appeared to bring to the role and the village.	3/28/2021 9:56 AM
12	A great place to live!	3/28/2021 9:54 AM

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13	Hope that all the internal law suits and such are now resolved; takes away from the important work that should be done and embarrassing to the residents. Also, please put out some COMPOST this year!!!!	3/28/2021 7:25 AM
14	Na	3/26/2021 5:14 PM
15	I moved to Ashwaubenon from De Pere (apartment to home purchase) and love the area! Thank you for all that you do!	3/24/2021 3:38 PM
16	I wish you would enforce homeowners keeping junk and accumulated possessions out of eyesight from the street.	3/24/2021 2:10 PM
17	Thanks for valuing my opinion! I only found this survey accidently through the website. was this gone out to the community in other ways?	3/24/2021 8:39 AM
18	Our family has been very active in various park and rec co-sponsored sporting groups as our children have grown, and the same question comes up every year...why are these organizations closed to residents that do not live or attend school in the village? We keep hearing that the boarders are closed to non-residents but for these organizations, adding participants from other communities can be a good thing. There are opportunities for increased profits with added non-resident user fees as well as more community use of Ashwaubenon facilities, services, and businesses. It would be very nice to hear that there is some work being done on the village leadership level to amend this old way of thinking and consider opening Ashwaubenon activities to surrounding communities.	3/23/2021 10:50 PM
19	Ash P&R board need to allow cosponsored organizations to have participants from outside of the village. An additional fee could be charged just like regular P&R classes. This will provide a small increase of revenue for both the village and these organizations. It will also bring families into the village that may like it here enough for them to move into the village or school choice here. Also, these programs ultimately feed the HS sports programs. Having strong youth baseball, softball, soccer, swim, wrestling and football programs, will build a strong base for the HS athletic programs.	3/22/2021 3:29 PM
20	They need more affordable housing/apartments for seniors.	3/22/2021 3:28 PM
21	This is a nice place to live. Would like to see more updates to local parks.	3/22/2021 2:36 PM
22	Ashwaubenon needs to attract better businesses; more restaurants and furniture stores are not the key to a sustainable future. There are too many good jobs leaving, and too many vacant stores left behind. In general better planning seems to be needed. Ashwaubenon built a performing arts center that can't serve alcohol because it was attached to a school, and built a baseball field but never thought a parking lot might be needed. It seems me that the old Schneider yard along the river would have been a great place to house both of those venues and attract people, but instead the property was turned into more condos. As a whole, I think Ashwaubenon does a great job, but when it comes to planning around the little water front we have the only thing our leaders can think of is apartments and condos. We can do better.	3/22/2021 11:38 AM
23	Over all I think the village is doing a very good job.. We've lived here 48 years! Proud of our schools and parks.. Most people in our area take pride in their home and yard but there are a few that are not.. and that concerns me..	3/22/2021 9:32 AM
24	Need to have more teen programs like a teen center and sports through the community center and make it more family oriented	3/22/2021 9:07 AM
25	I am disgusted with the number of lawsuits over the last two years. I think the Village President let the former administrator get away with far to many things. I also am disappointed that Mark Williams was thrown to the curb as he moved to a new location in the Village. It was an easy transition that could have been made but Ms President decided against with no transparency	3/22/2021 9:05 AM
26	My only comment is it seems the village is being run by public safety union which is disappointing as a tax payer. Village board needs to step up.	3/22/2021 8:43 AM
27	Maintain the trails and parks that are in place now, before adding additional ones. There are places along the water front that need attention to lights and trail maintenance.	3/22/2021 8:41 AM
28	Just what date or week is large garbage pick up. I see on calendar one date and neighbors putting out large items the week before what the calendar shows. Can someone put on FB the answer	3/19/2021 4:09 PM

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29	Thanks for soliciting resident input. Survey needs more publicity to get wider response.	3/17/2021 7:27 PM
30	N/A	3/17/2021 3:54 PM
31	N/A	3/16/2021 8:18 PM
32	Disappointed in costs of affordable housing. We're losing people to other communities. Ashwaubomay park is looking sloppy. Especially the northern section. Sad that packers tore down houses, own vacant homes & aren't doing anything to develop or clean them up.	3/16/2021 8:15 PM
33	More public safety services are needed.	3/16/2021 2:52 PM
34	Overall all I think Ashwaubenon is a 9 in almost all areas. Love living in Ashwaubenon. ♥	3/16/2021 2:02 PM
35	None	3/16/2021 1:21 PM
36	I have lived in 4 different states and Ashwaubenon is the best managed city we have lived in. That said, I think it would benefit from an attractive downtown development with walkability. Its a great place to live, but you would never know driving through it with the string of strip malls.	3/16/2021 12:13 PM
37	I'm very impressed with the continued growth in businesses and high end housing. Just wish we had more land for single family homes.	3/16/2021 12:13 PM
38	Our community is a diamond in Northeast Wisconsin! Thank you all!	3/16/2021 12:03 PM
39	Increase recycling pick up to weekly. Increase tree trimming. Increase road plowing and salting.	3/16/2021 11:38 AM
40	I would like to have seen an option where we cut seldom used or less needed services in combination with raising fees and then property taxes as the last resort.	3/16/2021 11:29 AM
41	N/A	3/16/2021 11:28 AM
42	Recreational programs have declined since I have lived here. Softball program is terrible. There has been a huge decline in the program since the new president has taken over. Park and rec programs are also declining.	3/16/2021 11:25 AM
43	I believe you need to think long and hard on the proposed location of Chick Fil'a. The location that is being looked into is too small. If you ever go to Appleton, it is ALWAYS busy. Not just busy for a fad. A better location would be where the old Hardees was and the shell gas station. You need an access road and more space for parking. The restaurant is always very, very busy and more room is needed.	3/16/2021 11:20 AM

Village of Ashwaubenon

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