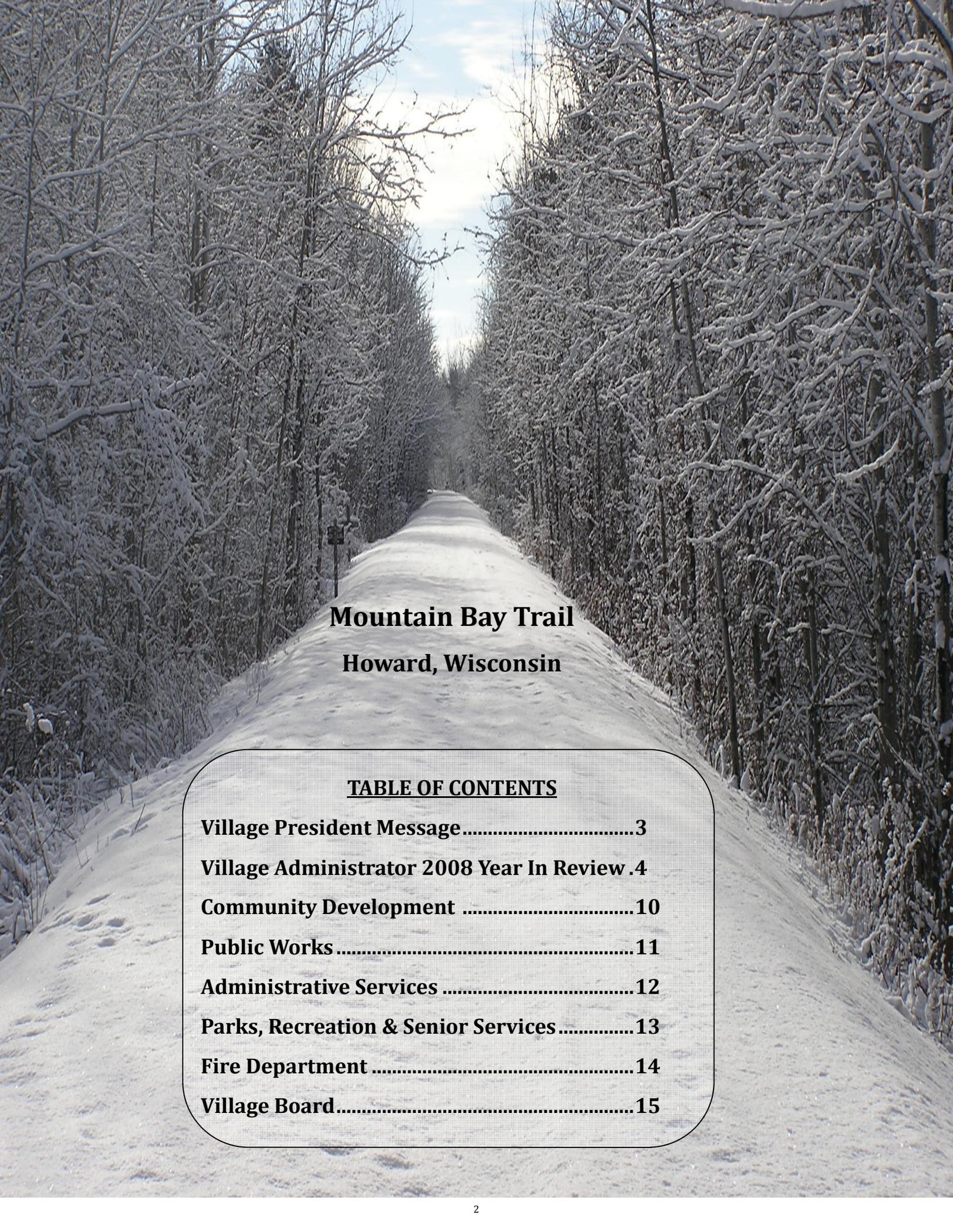




# 2008 Annual Report



**Duck Creek**  
**Howard, Wisconsin**



**Mountain Bay Trail  
Howard, Wisconsin**

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Since I have become Village President in April 2008, I have focused on three broad themes to help the Village of Howard, Wisconsin improve our community. These themes include engaging citizens, measuring performance and getting things done.

We believe citizens must be engaged in the governing process to influence community change by identifying what investments we need to make in our community and to assist in building effective collaborations focused on results that matter to the Village of Howard and its citizens.

Measuring performance is also critical - if the Village Board does not articulate the specific results it expects, it is difficult to achieve the desired outcome. We truly believe the essence of managing for results is to obtain and incorporate performance measurement information into decision making so operations can be adjusted or so policies, priorities and program designs can be changed or improved. At the end of 2008, we consolidated our performance measurement processes into a comprehensive effort entitled VillageTrack. This should help us in 2009 and beyond.

Finally, we want to get things done. Simply put, our citizens expect their government to be efficient & effective in achieving results. The Village Board and I must continually monitor our operations to ensure this is happening. The Village of Howard Vision Statement indicates , in part, that our Village will:

**“...will continually strive to provide transparent, accountable government.”**

**BURT R. McINTYRE**  
**Village President**



# 2008 YEAR IN REVIEW

JOSHUA A. SMITH, VILLAGE ADMINISTRATOR

For the Year End 2007 Annual Report, I discussed how 2007 was a year for “transition and progress”. To further clarify transition and progress, the Village was transitioning from a village organization that merely provided expected governmental services to a village organization that regards accountable, efficient government predicated on customer service or, in Howard’s case, *Service Excellence* as our hallmark.

How does a village of 16,000+ residents achieve such efficiency and transparency? I believe it is a continual process, with pursuing innovative service delivery and continually examining our processes as our cornerstones. Furthermore, I believe this can be accomplished if we adopt a “Jacksonian” view of government. In 1824 Andrew Jackson lost the race for US President to John Quincy Adams. Jackson did not lose due to having less votes, but he lost because in the 1820’s the electorate (i.e., everyday citizens) had much less power - that power was essentially vested in the Electoral College and the US House of Representatives. Though Jackson had more popular votes in 1824, the system provided the US House of Representatives make the final determination for the Presidency and they “elected” John Quincy Adams. Enraged, Jackson vigorously pursued amending the electoral system to make it more democratic. Thus, when Jackson ran again in 1828 & 1832, he easily won. Andrew Jackson (our 7th President) ensured, through his tenacious commitment to ordinary citizens, that our relatively new republic would be governed by the people and that their vote truly mattered.

In today’s terms, determining how to provide the people their rightful say in Village government sometimes feels like it probably did for Andrew Jackson in the 1820’s. A question we continually ask is how to provide effective communication to residents so they can engage in the various civic processes that they are interested in? One concern in particular is how to handle projects that benefit the greater good, but may be disliked by adjacent neighbors? The only answer we have is to provide as much information to the public at-large regarding projects and to include interested individuals in the public policy process wherever possible. No doubt we will continue to examine and work on this in 2009 and for future years.

The steps we took in 2008 to assist towards transparency, accountability and efficiency—while improving customer service—include:

## ***Howard Service Excellence—Created in 2007; Enhanced in 2008***

Our *Service Excellence* initiative was further refined in 2008 by adding an online Citizen Request Management (CRM) system to provide residents an opportunity to submit service requests at any time. Since May 2008,

*(Continued on next page)*



**Duck Creek  
Cemetery**

# 2008 YEAR IN REVIEW

JOSHUA A. SMITH, VILLAGE ADMINISTRATOR

over 200 online service requests have been submitted. In 2009, the Village will begin to track service requests by department, by division and the length of time it takes to respond to service requests. The Village will further review our Howard Service Excellence policy and institute better training opportunities to all employees to stress the importance of what our Service Excellence policy means.

## ***Performance Measurement Initiative (VillageTrack)***

In 2008, the Village of Howard joined the ICMA Center for Performance Measurement (CPM). ICMA CPM assists local governments with improving the effectiveness and efficiency of public services through the collection, analysis and application of performance information. The Village also created custom tracking tools to measure various government costs from snow plowing to energy consumption by Village buildings. Howard's combined performance measurement effort was recently renamed VillageTrack. VillageTrack is our comprehensive effort to have dependable data in close-to-real time, to use in policy analysis and strategic plan implementation.

For example, in 2007 we had 70" of snow fall and our expenditure per capita to provide snow & ice control services was less than \$6. Comparatively, per data provided by ICMA CPM, Waunakee, Wisconsin was \$15.06 and Merrill, Wisconsin was \$20.70. Based on the median and mean costs for communities nationally, our snow and ice control expenditures per capita measure well above-average from a cost standpoint. Per our VillageTrack effort, we also monitor individual snow events to identify the cost of all aspects of snow removal and ice control, including labor costs, fuel costs, salt costs, mileage per vehicles, daily temperature, etc. This information assists our Director of Public Works to effectively manage our snow & ice control operations by understanding the fiscal impact of when he dispatches our Public Work crews to remove snow & ice.

## ***Annual Performance Report Card***

In the spring of 2008, the Village established an Annual Performance Report Card, which we call our Annual Physical. The Village identified several comparable metrics which could be easily benchmarked against other communities in Brown County to convey the Village's fiscal "health" to our residents. The Annual Physical will be published every June. Government measurements or metrics which are used in the Annual Physical are analogous to medical vital signs. Vital Signs will be reviewed annually (similar to an annual physical) to determine if we improved, remained status-quo or underperformed in the eight (8) areas identified by our Village Board as key indicators of the Village's financial health. Some metrics include expenditures per capita, bond rating, debt per capita, property tax rate per \$1,000 of valuation, etc.

To review the most recent Annual Physical, please view the link below:

<http://www.villageofhoward.com/cm/pdfs/2008%20Annual%20Physical.pdf>



Hole #5

Village Green Golf Course

# 2008 YEAR IN REVIEW

JOSHUA A. SMITH, VILLAGE ADMINISTRATOR

## ***Village Administrator Performance & Service Awards***



*Public Works Service Excellence Award Winner, Paul Dunnigan*

In an effort to promote *Service Excellence* and encourage innovation, the Village created several performance & service based awards for employees who exhibited the essence of *Service Excellence* and/or improved processes through innovation which resulted in cost savings or better efficiency. The recipients of these awards from the Village Administrator in 2008 are:

### Performance Recognition Award

Chris Haltom received the Performance Recognition Award due to his performance in reorganizing the Village's election processes and for Howard becoming only the second community in Wisconsin to receive all three prestigious Government Finance Officer Association (GFOA) financial document awards. Thanks in large part to Mr. Haltom's efforts, the Village received GFOA awards for our annual budget document, Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR).

### Star Performance Award - Village Hall

Recreation Supervisor Sara King received this year's Village Hall Star Performance Award. Sara saved the Village significant money by designing the recreation guide "in-house", doing exemplary work on the recreation web site, writing more than 50 media releases to keep the public informed regarding recreation offerings and by combining the Village Newsletter and Recreation Guide into one document.

### Star Performance Award - Public Works

Joe Perizzo, one of the Village's engineer technicians, received the Public Works Star Performance Award. Joe saves taxpayer dollars by completing numerous engineering projects "in-house" rather than having to pay a contracted engineer to perform similar duties. Joe also expedites many projects by ensuring deadlines and project goals are being met in a timely and effective manner, while meeting the standards of *Service Excellence*.

### Service Excellence Award - Village Hall

Lynn Kobus received the Village Hall Service Excellence Award for her commitment to providing *Service Excellence* to internal & external customers at the Village Hall. Lynn is always courteous and willing to help village residents and businesses with any questions or problems they may have.

### Service Excellence Award - Public Works

Village Mechanic Paul Dunnigan ensures Village residents receive excellent services by maintaining the Village's equipment and vehicles. Paul's efforts & innovation keeps plow trucks, leaf vacuums and other equipment humming.



*Village Hall Star Performance Award Winner, Sara King*



*Village Hall Service Excellence Award Winner, Lynn Kobus*

# 2008 YEAR IN REVIEW

JOSHUA A. SMITH, VILLAGE ADMINISTRATOR

The Village created three new advisory committees in 2008 to assist in incorporating citizen and private sector perspective into policy actions. Increased participation from the public on all Village issues has always been and will continue to be a primary objective of the Village Board and Village Staff.



The creation of the Go Green, Save Green Task Force (G<sup>2</sup>SG) was suggested by Village Trustee David Steffen in April 2008 as a way to identify cost savings through environmental initiatives. In June 2008, the Go Green, Save Green Task Force approved the following mission statement:

*“The Village of Howard, Wisconsin Go Green, Save Green initiative is dedicated to identifying ways to provide internal and external cost savings, while providing a sustainable benefit to our economy, ecology, and community.”*



The creation of the Howard Small Biz Partnership (HSBP) was also suggested by Trustee David Steffen as a way to improve communication the Howard business community and the Village Board as well as obtaining private sector perspective on a variety of issues relating to Village policies and ordinances. Most recently, the HSBP has provided recommendations to the Plan Commission on the Village’s temporary sign ordinance and dumpster enclosure ordinance. At the December 2008 meeting, the HSBP adopted the following mission statement:

*“The Small Biz Partnership will strive to stimulate a positive business climate and promote open communication by acting as a conduit between the Village Board and Staff and the Howard business community, assist in retention and expansion of existing businesses, and enhance the economy and the quality of life in the Village of Howard.”*

At the request of Trustees Crouch and Bredael, the Village Board authorized the creation of the Howard Veterans’ Memorial Ad-Hoc Committee. The Board also budgeted \$15,000 for the construction of the memorial. The mission of the committee is as follows:

*“The Village of Howard Veterans’ Memorial ad-hoc committee will make a recommendation to the Village Board for the construction of a veterans’ memorial to honor all veterans upon locating best possible site and specifying the highest quality maintenance-free design. The committee will make every effort to minimize costs to the taxpayer by securing private donations for the construction of the memorial.”*



# 2008 YEAR IN REVIEW

JOSHUA A. SMITH, VILLAGE ADMINISTRATOR

## **CAPITAL IMPROVEMENTS**

2008 was also a year in which the Village completed several significant capital improvement projects. The Village Board has prioritized its capital projects and created a capital improvement plan to achieve these goals over a five-year time period. Each year, the Village Board budgets resources for various capital projects according to the capital improvement plan. Capital projects completed in 2008:

### ***Meadowbrook Park Shelter***

After several years of planning and cooperation with neighbors, the Meadowbrook Park Shelter opened its doors in July 2008. A public ribbon cutting ceremony was held to commemorate the event and signify the official opening of the shelter. Through Trustee Ron Bredael's efforts, Village resident Joe Skalecki was honored for his contributions to the Village Parks & Recreation system.

### ***Village Green Golf Course***

Village Green Golf Course received several facelifts and improvements in 2008. Both ponds on the course were dredged and expanded to increase water capacity for the new irrigation system. A water fountain was installed in the pond adjacent to hole #5 for aesthetics and for pond aeration. In addition to improvements on the course, new point-of-sale cash registers were installed in the clubhouse to expedite transactions and assist in tracking sales and sales trends.

### ***Akzo Nobel Ball Diamond Lights***

The Village used impact fees from new residential development to purchase and install new ball-diamond lights for the four ball-diamonds at Akzo Nobel Sports Complex. Neighboring residents were actively involved in the project and provided valuable input into how the lights should be installed and operated. The lights will be ready for the 2009 Spring softball season.

### ***Purchased & Installed New Playground Equipment***

The Village purchased and installed new playground equipment for Juza-Oliver Family Park and Wayne Williams Conservation Area at Hidden Creek. Like the lights at Akzo Nobel, the Village used impact fees from new residential development to purchase and install the new playground equipment. The new playground equipment was installed in late Fall and is being utilized by area residents.

### ***Hoff-Reinhard Wildlife Preserve***

The Village of Howard received a generous land donation from the Hoff Family and a DNR grant to purchase approximately 40 acres of passive park land adjacent to Evergreen Avenue and the Glen Kent subdivision. This passive park will include trails, natural vegetation and an educational component.



*Meadowbrook Park Shelter*



*Golf Course Pond Expansion*



*Playground at Juza-Oliver Family Park*

# 2008 YEAR IN REVIEW

JOSHUA A. SMITH, VILLAGE ADMINISTRATOR

## **CAPITAL IMPROVEMENTS**

### ***Glendale Avenue Reconstruction***

The Department of Public Works successfully reconstructed Glendale Avenue according to the established timeline and within budget. The reconstruction project included water & sewer utility rehabilitation and replacement, a new road surface and the construction of two roundabouts at the intersections of Glendale/Hillcrest and Glendale/Evergreen. Both of these roundabouts incorporated new design standards which will be used on all future roundabout construction projects throughout the Village.

### ***Completed the Shawano Avenue Project***

Brown County in conjunction with the Village of Howard completed the Shawano Avenue reconstruction project in the summer of 2008. The Village worked with Shawano Avenue residents over the course of two years to improve the design of the road, accommodate sidewalks, and revise the Village's assessment policy. The improved road is designed to accommodate increased traffic as a result of future development along Shawano Avenue.

### ***Demolished the Sportsman Supper Club***

The Village of Howard acquired the Sportsman's Club in November of 2007 at Sheriff's auction. In April of 2008, the Village of Howard's Fire Department conducted training during a controlled burn at the site. After the burn, the Department of Public Works demolished the remaining structures and cleared the property. The property is currently being marketed by the Village of Howard in an effort to spur redevelopment in the Velp Avenue corridor.

### ***LED Street Signs***

Woodman's Grocery Store purchased two LED street signs for the intersection of Woodman Drive and Dousman Street to enhance visibility at night.



*Sportsman's Club  
demolition & burn*



*Shawano Avenue during  
reconstruction*



*Shawano Avenue after reconstruction*



*Glendale Ave./Hillcrest Hts. roundabout*

# 2008 YEAR IN REVIEW - COMMUNITY DEVELOPMENT

DAVE WIESE, EXECUTIVE DIRECTOR OF COMMUNITY DEVELOPMENT

Despite a sluggish national economy, the Village of Howard continued to grow its local economy. In addition to economic development projects, the Community Development Department helped facilitate several new Village policies to accommodate existing and future businesses.

## ***New Residential Construction***

In 2008, 43 building permits were issued and 68 single-family homes were constructed. The average construction cost for a new home in 2008 in the Village of Howard was \$189,596.

## ***Toonen Apartment & Business Complex***

The most significant and probably the most controversial development in 2008 was the Toonen Apartment and Business Complex. The approved development includes 204, one and two bedroom apartment units and 60,000 square feet of office space. The development is projected to have an assessed valuation of approximately \$20 million. An assessed value of \$20 million would generate approximately \$330,000 in property tax revenue for taxing entities within the Village of Howard.

## ***Sold Lot 7 of Brookfield Industrial Park***

The Village sold lot 7 of the Brookfield Industrial Park to Countertop Specialists. Countertop Specialists is currently in the process of constructing their new facility. The businesses specializes in the design and fabrication of custom countertops.

## ***Created Tax Increment Districts #5 & #6***

The Village Board approved the creation of Tax Increment Districts #5 (Velp Avenue) and #6 (Lineville Road). The creation of these districts will assist in redevelopment of the aforementioned corridors. Slated TIF projects in the districts include but are not limited to purchasing decorative streetlights, reconstruction of Velp Avenue, extending municipal utilities to Lineville Road and the burial of overhead utility lines.

## ***Safe Routes to School Grant***

The Village of Howard, in conjunction with the Howard-Suamico School District and the Village of Suamico, received a Federal "Safe Routes to School" grant. The grant will be used to construct sidewalks along Woodale Avenue to provide a safe walking route to school for students.

## ***Animal Control***

Howard Animal Control is partnering with the Humane Society on a trap, neuter and return program for feral cats. The program reduces the number of feral cats and results in an average savings of \$130 for every prevented feral cat birth. In 2008, 844 dogs and 156 cats were licensed in the Village of Howard.



**Aerial View**

**Glendale Avenue**

# 2008 YEAR IN REVIEW - PUBLIC WORKS

ROBERT BARTELT, P.E., EXECUTIVE DIRECTOR OF PUBLIC WORKS

The Howard Department of Public Works is responsible for maintenance of all Village properties including streets, sidewalks, parks, building maintenance, water utilities. Public Works also provides engineering services and coordinates the Village's Geographic Information System (GIS).

## ***Building Maintenance & Expansion***

Public Works increased energy efficiencies at two of its facilities by installing high-efficiency light bulbs, motion detectors, and new insulation. The Village also acquired a large steel-frame building adjacent to the existing Public Works facility. The building will be used for cold storage of equipment.

## ***Engineering***

The Engineering Department of Public Works worked in conjunction with the DNR and the Army Corps of engineers to obtain approval for a permit to fill 0.6 acres of wetlands in an environmentally sensitive area located in the Brookfield Industrial Park. This permit is a crucial component of the Village's plan to redevelop the US 41/STH 29 corridor. The Engineering Department also revised the Village's storm water ordinance to meet DNR storm water mandates and Federal Clean Water Act requirements.

## ***GIS***

GIS Coordinator, Tim Niemi is currently in the process of electronically archiving all Village documents and maps utilizing the Village's Laser Fiche imaging system. Archiving documents electronically makes documents more secure and allows Village Staff to conduct a phrase or keyword search for various documents and maps.

## ***Street Department***

The Street Department is responsible for maintenance of 105 miles of Village road. In 2008, the Street Department resurfaced 2.5 miles of road, placed final mat of asphalt on 4.25 miles of road, crack sealed 4.5 miles of road, and ditched 1.67 miles of road. The Street Department used 1,200 tons of salt during snow events; this amount of salt is 20% more than was used in 2007.

## ***Water Utility***

The Village of Howard water utility purchases its water from the Central Brown County Water Authority (CBCWA), which receives water via a pipeline from Manitowoc. In 2008, the Village purchased and sold 619,487,000 gallons of water from the CBCWA. On average, the Village of Howard uses 1,692,000 gallons of water per day. The peak water usage for one day was 2,532,000 gallons on August 20, 2008.



# 2008 YEAR IN REVIEW - ADMINISTRATIVE SERVICES

CHRISTOPHER HALTOM, CPA, EXECUTIVE DIRECTOR OF ADMINISTRATIVE SERVICES

Howard's Administrative Services Department oversees all financial matters of the Village, all elections, issues permits and licenses, and creates the annual budget in conjunction with the Village Administrator.

## Elections

The Administrative Services Department coordinated four elections in 2008; a spring primary, spring general election, fall primary, and fall general election (U.S. Presidential election). A total of 16,011 votes were cast during these elections including 3,866 absentee ballots. All election results were submitted to the Brown County Clerk's Office within one hour of poll closing.

## Water Bills

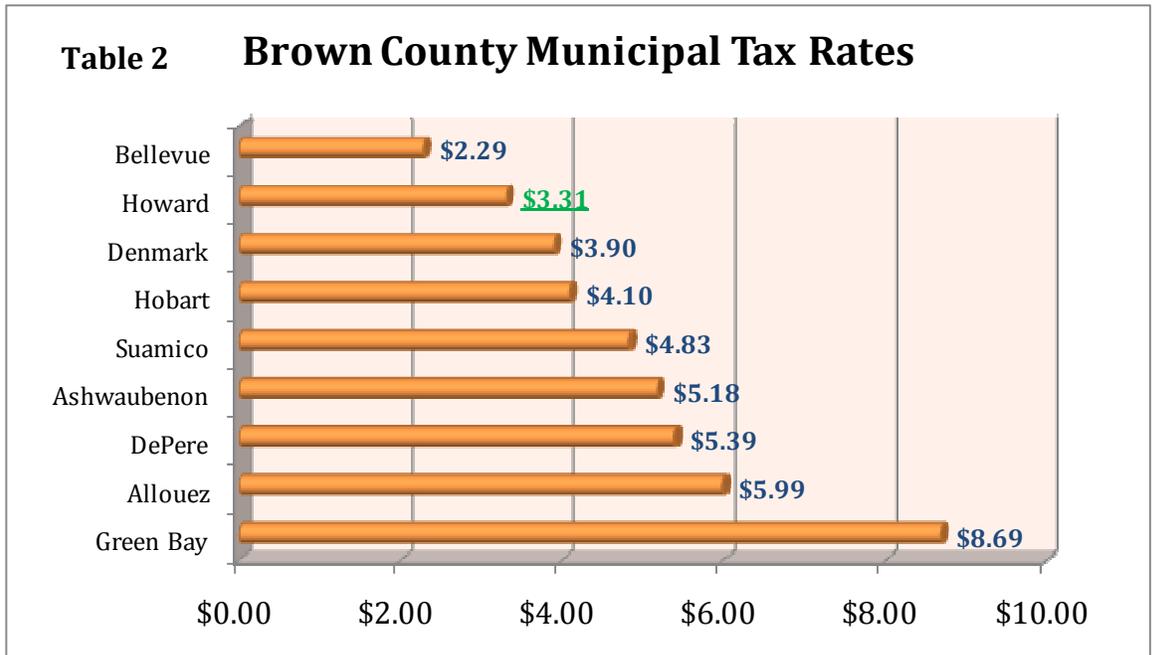
The Village implemented two new water bill payment methods in 2008. The Village now allows residents to pay their water bill online through the Village's website and also allows residents to enroll in an automatic account withdrawal program. Currently, there are approximately 1,000 customers using the automatic account withdrawal program and on average 100-150 customers using the online payment method.

The Administrative Services Department also worked with Schenck S.C. to prepare a water rate study to decrease water rates for all customers. The Wisconsin Public Service Commission is in the process of reviewing the study. If approved, water rates are expected to decrease by 5% by the Spring of 2009.



## Budget

The Village of Howard received the GFOA's prestigious Budget Presentation Award for the 13th consecutive year. The Village's 2009 tax rate decreased by \$0.01 from \$3.32 to \$3.31 per \$1,000 of assessed value. Table 1 depicts how many cents of each tax dollar goes to each jurisdiction and Table 2 depicts municipal tax rates of Brown County municipalities.



# 2008 YEAR IN REVIEW - PARKS, RECREATION & SENIOR SERVICES

MARIANNE PIGEON, EXECUTIVE DIRECTOR OF PARKS, RECREATION & SENIOR SERVICES

The Parks, Recreation & Senior Services Department oversees all departmental operations including Village Green Golf Course, recreation, parks, and senior services.

## ***Park Impact Fees***

The Parks, Recreation & Senior Services Department revised their park impact fees in 2008. The current park impact fee for new residential development is \$1,225 for each new single-family residential dwelling and \$871 for each new multi-family residential unit. Park impact fees are used to purchase items for parks including playground equipment, parkland, ball-diamond lights, etc.

## ***Recreation Guide***

Recreation Supervisor, Sara King overhauled the twice-annual recreation program guide and saved the Village significant resources by designing the program guide “in-house.” A copy of the recreation program guide was mailed out with the Village Newsletter. It can also be downloaded from the Village’s website.

## ***Recreation Programming***

The Recreation Department added eight youth programs, four adult programs and five senior programs including Sajai Wise Kids, ABC Dance with Me, Little Tots Dance, Pro-Active Parenting, Connecting with your Infant, Soccer Mini Mites, Soccer Intermediate, Soccer Advanced, KidStage, Holiday Pro-Active Parenting, Cookie Decorating, Howard-Suamico Photography Club, Area Adult Tappers, two new senior trips, Senior Bowling Workshop, Senior Trip Preview Day, and Senior Halloween Dinner & Dance.

## ***Dog Park***

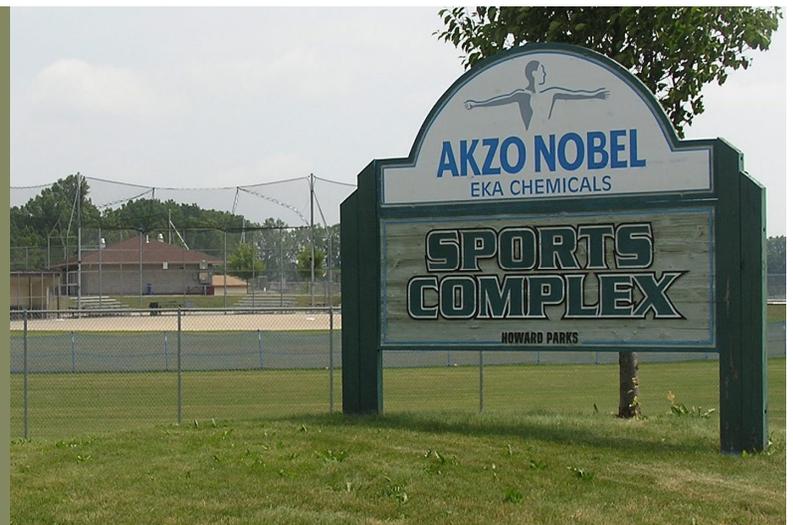
The Village of Howard is currently in the preliminary stages of identifying park land for a dog park. The Park Department has formed a committee to review and identify possible locations and park regulations. The committee is open to the public. Please contact Marianne Pigeon or Humane Officer, Monica Hoff if you are interested in participating in the committee.

## ***Golf Course***

Golfers played 18,707 rounds of golf at Village Green Golf Course in 2008. The course also hosted 18 outings of 20 or more people and enrolled over 25 participants in its junior golf program. The Village Green clubhouse serves dinner year-round and serves an excellent fish fry on Friday nights.

*“I just wanted to thank you and the Village of Howard for having such an outstanding park system. This is our first summer in the Green Bay area and I am so impressed with all of the wonderful parks you have. They are modern and have so much green space. As a family with two young children, we have been having a great summer in part because of the wonderful choices to enjoy the great outdoors safely. Thank you so much!”*

*- Brenda Schroedl, Village of Howard Resident*



# 2008 YEAR IN REVIEW - FIRE DEPARTMENT

JOHN O'CONNOR, FIRE CHIEF

The Howard Fire Department responds to all fire calls in the Village and a variety of calls in the greater Green Bay area. The Fire Department also conducts fire inspections throughout the Village.

## ***Fire Calls***

In 2008 the Village of Howard Fire Department responded to 210 calls, up from 199 calls in 2007. An area of concern for the department is the number of false alarms. False alarms or fire calls cancelled enroute accounted for approximately 25% of all fire calls. The Fire Department has to respond to all calls; false alarms require mobilization of units, which costs the Village valuable resources. The Fire Department will work on public outreach programs to educate the public of the cost of false alarms.

## ***Grants***

The Fire Department received several grants in 2008 including a \$3,898 donation from OMNOVA Solutions to purchase an intercom system for Ladder 211, an Assistance to Firefighters grant to purchase a new thermal imaging camera, a \$240 donation from Energis High Voltage Resources, Inc, and a fundraiser/donation from M&I Bank of Howard in the amount of \$777.

## ***Fire Chief Retiring***

After 33 years of service to the Howard Fire Department, including 20 years as Fire Chief, John O'Connor is retiring. Chief O'Connor's last day is January 6, 2009. Assistant Chief, Ed Janke was appointed as the new Fire Chief by the Police and Fire Commission in November. Below is a personal note from Chief O'Connor.

*This will be my last year end report, lately there have been many things I have done for the past twenty years that I have now done for the last time. I already said good bye to the many vendors, fire chiefs and other people I worked with all these years. Maybe the impact hasn't hit me yet, but I feel it is time; I just don't have the battle to tackle all the new concepts coming. We need a younger energetic chief who can handle the changes the future will bring. I believe we found him; Chief Janke has the qualities to carry out all the difficult endeavors that will be facing him.*

*I want to thank the Board members and Administrator Joshua Smith for their trust in me over the past years. I also want to thank the Police and Fire Commission members for their support, some who have been on the committee throughout my tenure. Finally, I want to thank the citizens of Howard for their cooperation and support over the years.*

*The members of this department have been my inspiration to continue these past 20 years as chief. We have a very young department and it is enjoyable to see the excitement in their eyes to eagerly learn all there is to be a good firefighter; this line of work has many rewards and it was a privilege to be a part of it. Thank you.*





**HOWARD VILLAGE BOARD OF TRUSTEES**

***Top Row from l-r:*** Trustee Ron Bredael, Wards 1 & 2; Trustee Jim Widiger, Wards 3 & 4; Trustee Cathy Hughes, Wards 5 & 6; Trustee David Steffen, Wards 13 & 14; Trustee Dan Deppeler, Wards 15 & 16; Trustee Jim Lemorande, Wards 9 & 10

***Bottom Row from l-r:*** Trustee George Speaker, Wards 7 & 8; President Burt R. McIntyre; Trustee Kelly Crouch, Wards 11 & 12