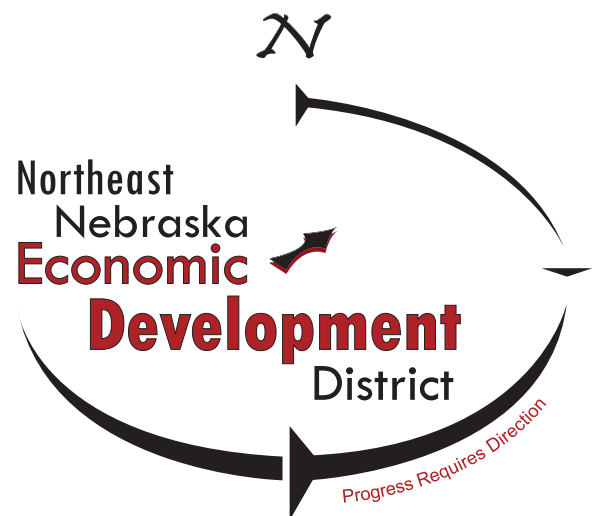


MADISON

Community Assessment & Strategic Plan

April 20, 2012



Community Assessment

Community Information:

Madison, Nebraska, has experienced slow and steady growth over the last couple of decades. In 1990, the Census population was 2,135, and increased to 2,367 in 2000 with a 2010 Census population

	<i>Hispanic</i>	<i>Non-Hispanic</i>	<i>Total Population</i>
2000 Census	789	1,578	2,367
2010 Census	1,311	1,127	2,438

of 2,438 adding 303 residents. A major change over the last decade has been within the Hispanic demographics of the community and the community is working to remain a cohesive community.

The City has been very aggressive in making improvements to the community over the past five years. Documentation gathered by the City Clerk shows over \$4.5 million in investment in 2007-2011.

In June 2011, the City formed a Community Redevelopment Authority who has since adopted a Redevelopment Plan for the Midtown Blight Area.

Community Attitude Survey:

July 2011 kicked-off the City's effort to increase citizen participation in setting goals for the next few years. Working with Northeast Nebraska Economic Development District and the Madison Public Library for translation, a Community Survey was released both electronically via www.SurveyMoneky.com, but also with hard copies available. The Chamber also participated in the distribution to businesses. The survey was released in both English and Spanish. Prior to release, the City staff and Council, Chamber and Community Redevelopment Authority all reviewed and provided input into the development of the survey. The Attitude Survey development started at a March 25, 2012 planning meeting which has the City, CRA, Chamber and NENEDD in attendance. The Attitude Survey was done in conjunction with an Income Survey, and as non-respondent households were followed up in a door-to-door method, families were encouraged to complete both surveys. 126 responses were gathered and inputted electronically. Survey results are attached.

Strengths Identified:

- Fire & Rescue services
- Access to higher education opportunities
- The interest in improving the downtown
- Recreational opportunities
- Churches
- Desire to move the community forward

- Technology services – rated better than average
- Fire & Rescue services
- Access to higher education opportunities
- The Interest in improving the downtown
- Recreational opportunities
- Churches
- Desire to move the community forward
- Technology services – rated better than average

Challenges Identified:

- Property and Housing Condition
- Demolishing dilapidated buildings
- Housing Needs – owner and rental
- Downtown improvements
- Street condition
- Maintaining school system
- Economic Development
- Drinking water
- Planning and Zoning
- Park (playground equipment and public restrooms)

Town Hall meeting on 12.15.11

A meeting was held to present survey results to the community and to start the strategic planning process. The meeting had 49 community members present and was facilitated by:

- Northeast Nebraska Economic Development District
 - Lisa Hurley and Toni Smeal
- NPPD
 - Mary Plettner and Mary Kwapnioski
- REAP Hispanic Business Center
 - Juan Sandoval

Attendance:

- | | | |
|---|------------------------------|----------------------|
| 1. Gina Ainsworth
(City Clerk) | 9. Mike Brogan
(attorney) | 20. Robert Heardle |
| 2. Linda Anderson
(Chamber director) | 10. Dr. Cline | 21. Rick Hemphill |
| 3. Paula Biehle (City
Treasurer) | 11. Rosa Colunga | 22. Lynn Holmberg |
| 4. Werner Blank | 12. Rocky Daberkow | 23. Shirley Holmberg |
| 5. John Bomar | 13. Deb Daberkow | 24. Brenda Jones |
| 6. John Bomar | 14. Bob Freudenburg | 25. Robert Jurgens |
| 7. Marlene Bomar | 15. Betty Geary | 26. Lyle Jurgens |
| 8. Byron Brogan | 16. Judy Griffith | 27. Sue Jurgens |
| | 17. Niko Groenthal | 28. Jim Lewis |
| | 18. Sandy Habrock | 29. Darryl Lyon |
| | 19. E.J. Habrock | 30. David Martinez |

31. Robert Nathan - Mayor
 32. John Orłowski Jr.
 33. Alvera Prather
 34. Jeff Prather
 35. David Plugge
 36. Sharon Plugge
 37. Patti Reigle
 38. Tom Reigle

39. Carol Robertson - Madison County Museum
 40. Leticia Rodriguez
 41. Kevin Small - Pinnacle Bank
 42. Mike Sunderman - Chamber of Commerce

43. Denise Trine - Madison CRA
 44. Jeff Warnemunde
 45. Cathy Warnemunde
 46. Doug Wagner
 47. Vito Varalli
 48. Gerald Ward
 49. Val Wessel

To finish the Assessment, NENEDD staff and City staff completed a research analysis for available data and citizen participation, various organizations were contacted, interviews were held on the phone by both City staff and NENEDD staff, and a day was organized on April 20, 2012 where people were able to stop by the City Offices to provide input. Compiled data is shown by categories below.

The City has been very active in making improvements and partnering on various community and school projects. A recent example of this is when City electric department employees ran new fiber-optic cable a distance of six blocks to link the high school to the elementary school for technology purposes. The following spreadsheet was provided by the City Treasurer and shows the ongoing commitment the City has made to community improvements. These improvements were over \$4.6 million investment by the City over the last five (5) years.

Madison Improvement Projects					
Project Name & Description	2007	2008	2009	2010	2011
Flood Control-Cleaning out silt	\$1,725.00	\$8,625.00	\$6,900.00	\$3,900.00	\$7,950.00
Streets-Amour Coat	\$15,000.00	\$0.00	\$16,058.88	\$16,335.66	\$0.00
Streets-Curbs & Gutters	\$3,446.75	\$0.00	\$1,252.75	\$7,289.13	\$6,042.22
Streets-Resurface Main Street			\$78,952.50		
Streets-S. Nebraska Rplacement		\$926,437.00			
Capital Outlay-Nursing Home	-	-	-	-	-
-Parking Lot				\$5,000.00	
Capital Outlay-Civil Defense Siren		\$10,000.00		\$10,000.00	
Capital Outlay-New Museum		\$147,310.77			
Pool-Resurface Floors				\$5,594.40	
Pool-Slide/Drain Modification				\$6,478.47	
Pool-Bath House Roof Replacement				\$12,562.53	
Park-Capital Outlay	-	-	-	-	-
-Concession/Storage Bldg	\$14,315.85				
-Open Shelter & Camping Pads	\$23,282.67				
-Fence Replacement	\$3,744.00				
-Ball field Complex Renovations					\$40,900.00
Auditorium-Capital Outlay	-	-	-	-	-
-Upgrade sound system	-	-	-	-	-

-Stage Curtains	-	-	-	-	-
-Carts	\$3,205.00				
-New Doors			\$3,518.00		
-New Score boards			\$4,215.00		
-Resurface Floors				\$6,732.00	
Water-Equipment Outlay					
-Bobcat Excavator		\$11,450.00			
-Titan Front end Loader					\$17,000.00
-Water Well & Tower Control			\$39,951.45		
Water-Capital Outlay	-	-	-	-	-
-N. Nebraska St. Replmt	\$70,993.05				
-New North Water Well			\$134,044.58		
-Replace Waterlines S. Nebr St	\$137,143.23				
-Water Tower Repairs		\$58,411.00			
-New Transmission Line to join North Well to Main @ Park	-	-	-	-	-
	-	-	\$107,527.50	-	-
Sewer- Equipment Outlay					
-Bobcat Excavator		\$11,450.00			
-Titan Front end Loader					\$17,000.00
Sewer- Capital Outlay					
-New Waste Water Trmt Plant	\$2,100,000.00				
-Replace Sewerlines S. Nebr St		\$144,602.59			
-Replace N. Lift Station				\$31,743.60	
Fire- Equipment Outlay					
-Blood Censor Equipment	\$3,995.00				
-New Radios & Pagers		\$4,683.59			
-Stair Chair				\$1,860.99	
-Power Cot				\$10,458.00	
-Pagers & Radios	\$8,745.04				
-New Hoses & Nozzels	\$3,910.06				
-New Bunker Gear				\$5,057.62	
Police-Equipment Outlay					
-New Radios & Pagers	\$1,906.55				
-Computer Upgrade		\$2,340.00			
-Digital Video			\$2,057.00		
-Light Bar			\$924.00		
-New Tasers				\$1,642.32	
-Car Camera				\$1,123.75	
-LED 47' Light B					\$1,324.78
-2007 Ford Explorer	\$20,747.00				
-2009 Dodge Charger			\$21,699.00		
-2011 Crown Vic					\$23,349.00
-Lights for Police	\$3,029.00				
-Install Radios in Explorer	\$2,405.59				
Electric- Equipment Outlay					
-New Hi Reach Truck	\$109,045.00				
-Replace exhaust on engines	\$17,360.30				
-Bobcat Excavator		\$11,460.77			
-New Transformer		\$13,729.00			
-2009 F-250 4x4			\$21,753.58		

-Upgrade Generator		\$21,206.00
-Transformer/Wire		\$19,061.76
-Share Titan Front end Loader		\$17,000.00
Electric- Capital Outlay		
-Light Plant Storage Shed	\$5,262.89	
-Bore New Lines @ Elementary	\$8,300.00	
-New Door @ Shop		\$2,931.00
-Bore & Install Lines		\$1,834.00
-Replace Poles & Lines		\$33,488.00

Education

Survey results show:

- Access to higher education opportunities rated a 3.58 on importance to addressing out of a 1-5(high) scale.
- Maintaining quality K-12 school systems rated a 4.17 on importance to address out of a 1-5(high) scale.

At the town hall meeting, it was the opinion of the attendees that the school has already taken the lead on performing a higher level of educational focus assessments and strategic plans by working with the City and parents through focus groups and meetings.

Madison Public Schools

Madison Schools performs on-going assessments. For the assessment, information was gathered from several different sources. The City reached out to community residents through the community attitude survey. The school was also contacted for information from their own assessments prior to bonding the 2010-2011 remodeling projects and yearly reviews along with their plans for the future. The elementary school recently underwent a \$3.95 million renovation. The high school also received a remodel of offices, nurse's station and conference rooms. The school provided a narrative which shows beyond building improvements how they are responding to regulation/testing requirements and parent/teacher concerns. Also considered by the committee reviewing documents was the Nebraska Department of Education Reports Cards.

Information from the Nebraska Department of Education website show the following district description. "Madison Public Schools students are experiencing great success in learning to grow and succeed while living in a diverse community. Madison Elementary is an exemplary school that requires learners to be taught at their appropriate level as they gain skills in math and reading. Students work in whole classroom groups while gaining content knowledge in other instructional areas. Madison Middle School provides an experienced-based

curriculum and creates positive transitions from the elementary to middle level and from middle level to high school.”

Madison High School continues the experience-based education and sees great success in helping all students to prepare for their future plans, be they plans for post-secondary education or the work force. Our MACCESS Learning Initiative, implemented in 2008 which is a distance learning initiative, will help prepare students for 21st century learning and provide equitable opportunities to create productive, creative, and motivated citizens.

Madison has active English Language Learners (ELL) program with 2 ½ teachers and a para. Students are tested when they enter the district to evaluate their English level and to decide what courses they can take. Students in the ELL program work in reading, civics and language arts to improve their English skills and move them into the regular curriculum with ELL support by the 2nd or third year.

NE Department of Education Report Card Information:

District Data	State Statistics	District Statistics
Poverty Percentage	42.58%	52.86%
English Language Learners Percentage	6.72%	8.33%
Special Education Percentage	15.17%	17.08%
School Mobility Rate	12.15%	17.5%
Graduation Rate Percentages	N/A	N/A
Attendance Percentages	95.18%	95.42%
High School Teachers Endorsed Percentage	95.11%	78.99%

Additional information from the report card is attached to this assessment. At the end of the 2010 school year, the Madison Elementary School was put on the PLAS List (Persistently Low Achieving School List). Then in 2011, the Middle School was put on the PLAS List. This has opened up some funding opportunities to make improvements with stipulations of timelines. The first and primary was a reorganization of the administration, and had to reassess current programs and identify what was not working. This process included updates at School Board meetings and focus groups.

The Nebraska Dept. of Education has approved the following Madison School Improvement Goals to include the following areas:

COMMUNICATIONS/L.A.

Madison students will improve reading skills with a focus on vocabulary development across the curriculum.

MATH

Madison students will demonstrate

- a. essential skills needed to solve mathematical operations and problems.
- b. critical thinking skills.

Initially implemented was a new reading program called Reading Masterly which is research based to work with the demographics such as a Madison School. We also implemented Saxon Math program which is research based to work with the demographics such as a Madison School. At the elementary level this year, we implemented a Consistent School wide behavior model called BIST (Behavior Intervention Support Team). Beyond these steps has been teacher development in all the Core areas. Small group tutoring both before and after school.

The Curriculum Director provided the information below to show the programs that have been developed to assist with reaching the school goals.

Response to Intervention (RtI):

Response to Intervention is a process to identify those students that struggle as early as possible and to provide intervention or extra support. RtI came as a response to students who didn't qualify for special education but obviously need some extra help. Parents requested help for their child and we didn't have a good way to provide that extra help. As educators, we were frustrated and looked for a process to help students as early as possible regardless of qualification. RtI has been a key piece in our success in increasing the percentage of students who meet early literacy benchmarks. It has increased from 33% of students to 70% of students over the past 3 years.

Preschool:

Only 50% of incoming Kindergarteners over the past 4 years have come from a previous early childhood experience (Head Start, preschool center, in-home preschool, etc.) compared to some districts where 90% or more go to preschool prior to Kindergarten. This means that not all kids were at the same starting point and in fact, many kids were starting their school experience being behind already. Through a school-improvement grant and collaboration with the local Head Start, we were able to start a preschool program. Between our program and Head Start, we have the ability to serve all students during the year prior to Kindergarten. This means that all students will come prepared for Kindergarten and be set up for a great school experience from day 1.

After-school program:

The school day was 8:00-3:00 and parents were telling me that the work schedules (most until 5:00 or 5:30) meant that their child was staying home alone. We also had reports of students "hanging out" and "getting into trouble" which concerned me because these are good kids and they were creating a negative perception of themselves. So we partnered with Madison County Extension to

provide an after-school program that would be a safe, engaging and positive place for students to come after school until their parents were off work. In addition students receive a healthy snack. After 2 years, we applied for a 21st Century Community Learning Center grant to continue the program for 5 years at no cost to parents. This also added an academic component. We now offer study skills and homework help to all students. Our program has helped parents know that their child is safe and teachers know that their students are getting additional help with homework or study skills. We started the program with approximately 30 students and now have 85-90 regular attendees.

Breakfast program/Summer lunch program

With a free and reduced lunch rate of 70%, we knew that our students were not always getting their nutritional needs met. We had lots of students who would come to the nurse's office in the morning complaining of stomach pain when in reality they were just hungry. Some crackers helped but we needed to do more so we started a breakfast program. We now serve breakfast every day and average 80-90 kids per day. Our nurse visits have decreased and we are providing healthy options for students and parents. In addition, we found that our summer school kids were not eating lunch regularly so we applied for a summer lunch program and now serve approximately 100 students K-12 every day during our summer school programs. It is tough to learn when you are hungry and we feel that we have provided options to ensure that students have their nutritional needs met and that they come prepared and can focus on being the best students that they can be.

A focus group on April 20, 2012 identified the following continuing education opportunities:

- Madison High School offers College English 2100, English 1010 from Central Community College and Math 2000 (Analytical Geometry & Calculus I) and College Speech from Northeast Community College. GED classes have also been held at the school facilitated by NECC.
- Wayne State College
 - The following colleges all offer classes using WSC
 - University of South Dakota
 - Peru State College
 - Chadron State College
 - Nebraska Wesleyan University
- Northeast Nebraska Community College – associate degrees offered both in Norfolk and West Point.
- Central Community College – associate degrees
- Distance Learning opportunities
 - University of Nebraska – Lincoln, Omaha and Kearney
 - Bellevue University
 - Northeast Community
 - Central Community College

- Peru State University

Communications

The City of Madison has communication services offered through many sources:

- CableOne offers digital television, phone service and high speed internet (depending on plan, up to 50 mpbs)
- Frontier Communications offers high speed internet (up to 8mgs of download speed), digital phone and digital television
- Telebeep offers wireless internet with 5 MG service available. The company's president in a phone interview on April 20, 2012 that there are 6-8 sites within 10 miles of Madison, and the two (2) within the City Limits covers the community 90-95%.
- Cell phone service offered through Verizon and the signal is strong throughout the community.

On the 2011 Community Attitude Survey, residents rated technology in the community (1 is low and 5 is excellent/high)

- Cable television quality – 3.42
- Cable television service – 3.27
- Internet connectivity – 3.44
- Internet speed – 3.34
- Land-line telephone service – 3.51
- Wireless & cellphone service – 3.51
- Access to higher education opportunities – 3.70

The community as a whole appears to be fairly satisfied with the communications capacity in the community, as the survey questions were rated above average. However the City staff is following the NE Broadband Initiative, because the communication infrastructure will need to expand and become better to meet the future needs and grow the economic base of the community.

Health Care

2011 Survey results (1 is low and 5 is excellent/high)

- Rate the following services as to quality and/or availability:
 - Chiropractic – 3.78
 - Dental – 2.78
 - Eye care – 1.96
 - Medical – 3.19
 - Nursing home facilities – 3.69
 - Specialized medical care – 2.12
- How important is it to address the following?
 - Mental health care and facilities – 3.14

- Public health education – 3.51

In performing the health care section of the Assessment, the City went one step further to see what was already being done on health care. The Madison Medical Clinic was contacted for information on what has been done for assessments and how the public has been involved. The below information was provided by them.

The Norfolk Community Health Care Clinic, doing business as the Madison Medical Clinic found a home in Madison in 2007. It came from the unique alignment of need and opportunity that both the agency and Madison were experiencing. In 2007, the community leaders and Chamber of Commerce of Madison had struggled unsuccessfully to recruit and maintain a physician to open a medical clinic. Further, the Norfolk Community Health Care Clinic needed financial support and a clear business plan to re-open primary care services. Rural Madison County, including the city of Madison were a part of a special health professional shortage area for primary care services (HPSA).

A medical professional shortage of primary care access for certain segments of Madison County's population included the community of Madison as a Medically Underserved Population (MUP). In short, Madison had the population to warrant its own provider. However, with no existing clinic to purchase, a provider would have to develop its own business over time. The Clinic board knew the patient demand was within the 68748 zip code but did not possess start up funds to create the financial cushion to build a thriving practice.

Kathy Nordby, then Director of the Elkhorn Logan Valley Public Health Department and board member for the Norfolk Community Health Care Clinic and Brenda Jones, Chamber of Commerce President and community leader for the community health planning coalition for the community connected. Through a series of meetings spearheaded by Ms Jones, community business persons, volunteers and civic leaders expressed their desire to have a medical home in Madison. Nordby, as public health director was aware of the health professional shortages for the community and knew of the funding constraints but unmet health needs of Madison. The community leaders and businesses put money or direct support where there interest was. In return the Norfolk Community Health Care Clinic, a non-profit entity opened seats on the governing board to include Madison representatives, using local advisory to guide the establishment of the Madison Medical Clinic.

The community assured financial support for each of two years in the amount of \$100,000.00 dollars to allow the Madison Medical Clinic to afford to recruit a provider and establish a business base. The largest commitments were made by the local banks, the City of Madison and Tyson Foods. The Governing Board of the Clinic in return promised to provide full time primary care services in the community and assured continuity of care even through the loss of a provider.

The partnership is now well established and proven to demonstrate success. In 2008, the first full year of operation, the Madison Medical Clinic saw 383 patients for a projected 1,169 patient visits or encounters. Numbers nearly doubled in 2009 and continue to increase year after year. Last year, 2011, the Madison Medical Clinic can boast 974 patients of the clinic with an anticipated 3,575 patient encounters. The clinic is now open full time and an integral part of the business community of Madison. It offers services for both insured and uninsured patients and care is available based on a sliding fee schedule for those with limited resources. In addition services are offered in Spanish either directly or through an interpreter all hours of operation for the significant population in Madison with Limited English Proficiency.

Community support continues even after the impressive financial commitment demonstrated in its first two years of partnership. In 2011 the CEO of the Clinic again worked with community leaders to expand services offered by the clinic by collecting \$35,000.00 to upgrade an antiquated x-ray machine. These additional services were spurred by the need identified by patients, staff and the broader community. Again, monies were secured from the area banks, City and Tyson Foods. X-ray services are now offered during all clinic hours in the community of Madison. In addition the Madison Community Chest (similar to United Way) is an annual contributor to the clinic and supports local staff training or community outreach activities of the clinic.

The community supports the clinic and in return the clinic supports the health of the Madison residents and refers patients to the other health services in the community including Chiropractic services, pharmacy and physical therapy services – all available within the community. Madison now has a medical home for its residents and the Madison Medical Clinic has a home for the practice of medicine.

Nursing Home Care

The City of Madison is one of very few cities that own their nursing home. The facility is currently licensed for 70 skilled nursing residents.

In 1972, the City of Madison and Board of Directors of Countryside Home moved the home from a crowded three-story building downtown and built a new facility, allowing its aging population to remain in Madison to live out their golden years. Otherwise, these residents would have had to go to Norfolk, Columbus or elsewhere. Since that time, three additions have been completed, with another one in the implementation stages.

In 1989, after responding to community assessment needs, a 14 unit Assisted Living facility, chapel and activity room were added. In 2005, the increased need of quality care for Alzheimer's patients was apparent to the Board of Directors and City Council. The decision was made to dedicate and remodel one wing of the home, construct a large multi-purpose room and add patient rooms for a

secure “Special Care Unit”. A rehabilitation area was also created to treat out-patients and residents with physical, speech and occupational therapy.

To give residents and their families more enjoyable, less crowded space, the Board voted to make an addition to the dining room and solarium, built in 2010. Another quality feature was to add an enclosed garage, used when transporting residents to and from appointments, activities and outings with family. This allows for a climate controlled comfort for residents, who used to be affected by weather elements while loading and unloading.

For the past several years, Countryside Home has been assessing the needs of their residents. They found, as the industry trend is showing, the need to have more private rooms available. No longer are residents and their families satisfied with sharing an already small room. A waiting list for private rooms kept growing, and many families were taking their loved ones to facilities who had private rooms available.

In recent years, new therapies have been promoted for the comfort and mobility of the aging population. One treatment which has shown benefits for faster and less painful rehabilitation is water therapy.

Once again, the Board of Directors and City Council have listened to the needs of its community and voted to add twelve private resident rooms and create a new therapy department, which will be utilized by residents and community members. This new facility will cost approximately \$1.9 million dollars and scheduled to be completed in spring of 2013.

Hospital care:

Another step was taken in performing the assessment by looking at the hospital system. Faith Regional Health Services (FRHS) has been providing health care to the residents of northeast and north-central Nebraska since 1923. Serving a population of over 100,000 people within a 100-mile radius, FRHS is a regional referral center in Norfolk, located 15 miles from Madison. The 227-bed acute care facility offers Centers of Excellence in cardiovascular care, cancer care, orthopedic care, physical rehabilitation and obstetrics. Medical services are delivered at multiple locations. More than 75,000 patients are served annually on an inpatient or outpatient basis. On June 20 2010, the new \$58 million Patient Room Addition opened offering state-of-the-art private patient rooms and electronic medical record technology.

Medical services are delivered from four locations. West Campus provides emergency services emergency services and LifeNet air ambulance, acute care, women’s and children’s services, imaging services, cardiac and pulmonary rehabilitation, cardiovascular services, cardiopulmonary services, hospital medicine, social services, nutritional and diabetic education services. East Campus provides acute rehabilitation, home health, physical therapy,

occupational therapy and speech/language pathology, sports medicine and behavioral health services. Medical Offices West provides office space to Faith Regional Carson Cancer Center, Faith Regional CardioVascular Institute, Faith Regional Cardiac and Pulmonary Rehabilitation, Faith Regional Infectious Disease, Faith Regional Internal Medicine, Faith Regional Nephrology Services, Faith Regional Neurology Services, Faith Regional Pulmonology Services, Faith Regional Health Resource Center, Faith Regional Physician Services and the Faith Regional Sleep Disorder Center. Medical Offices North provides office space to Faith Regional Outpatient Clinics, Faith Regional Nutrition Services, Faith Regional Surgery Center, Faith Regional Orthopedic Center, Faith Regional Neurosciences Clinic and Norfolk Medical Group. In addition to these clinics, the hospital continues to expand a distance-telemedicine program to reach out to the outlying hospitals and clinics. The Madison Clinic works in partnership with FRHS.

Employment

2011 Survey results (1 is low and 5 is excellent/high)

- Rated
 - Quality of employment opportunities – 3.73
- Importance of addressing
 - Business succession plans – 3.76
 - Local ED Committee/Organization – 3.88
- Future economic growth
 - Attract new industry – 4.02
 - Attract new retail business – 4.04
 - Attract new service business – 4.05
 - Development of industrial tract – 3.53
 - Support and expand existing business and industry – 4.15

Employment and economic development has been a focus in many meetings over the last two years. Madison County consistently has a low unemployment and the City of Madison has had several new businesses over the last few years, the community has expressed the support for the City to focus on economic development to strengthen the City's position. The addition of a full-time staff member who can concentrate on economic development and partner with the Chamber and other local groups will allow more focus on economic development.

Recreation/Tourism

Prior to releasing the 2011 Community Attitude Survey, City Staff, NENEDD and Community members created a list of all recreational facilities in the Madison Area. Community residents rated each one for condition during the survey and the priority of adding or updating. Additional notes are noted below each category. Those included:

- Public restrooms: condition rated 2.27/priority rated 3.71

- There are two public restroom buildings located at the City Park, one within the main area and one at the ball parks. Both were built since the early 2000s and are ADA accessible. Both are basic cement block buildings with toilets and sinks. They have been difficult to maintain because of vandals. City park staff checks and cleans the restrooms daily to assist with keeping this under control.
- Tennis courts: condition rated 2.49/priority rated 2.65
 - There are two full size tennis courts at the park that were installed in the late 1980's and are well maintained. City staff and community residents have noticed the nets are vandalized and need to be replaced. However, with new nets in storage, community residents and teenagers are now using the tennis courts as an extra basketball court on a daily basis so the new nets have not been installed.
- Basketball courts: condition rated 2.74/priority rated 2.90
 - These are shared with the tennis courts. There is a fence around the court with a chain link door that is currently not attached and this has been brought to the Park Board and City's attention for fixing. In addition, there is a curb around the area and leaves tend to be blown into the court area. The door and the leaves explain the lower condition rating.
- Camping area: condition rated 2.94/priority rated 2.69
 - There are two campgrounds in the community.
 - One is located on north main and has a shower facility, six camping pads for campers with electrical, water and sewer hookups.
 - One is located by the swimming pool on the south side of town with three pads and electric, water and sewer hookups. There are no shower facilities; however the campers have access to the showers in the pool house during open hours (noon to nine).
- Soccer fields: condition rated 3.01/priority rated 2.77
 - There is a city sponsor soccer program and there are two small youth courts and one large regulation adult court. There were new nets purchased in 2010 and installed in 2011. There has since been another community soccer program organized and they have an agreement with the City to utilize the fields as long as they clean up.
- Existing RV facilities: condition rated 3.02/priority rated 2.66
 - Relates to camping area described above. These are utilized from March until November every year.
- Art Center: condition rated 3.07/priority rated 2.59
 - The Presbyterian Arts Center or Preservation Madison Inc. (PMI) has held several events gymnastic and dance classes, weddings/receptions, instrumental music concerts, talent shows, Christmas Tree and table decorating contests, wine and cheese

- tasting, martial-arts training, group exercise classes, Chamber of Commerce banquet, and many others.
- Since the building is aged, maintenance is needed, as well as ADA issues to address. With a limited budget, PMI had to rely on fund-raisers and donations from the public to do the needed updates. When extensive fund-raising efforts slowed, PMI came to the City Council and asked for \$25,000 from the Economic Development Fund to help preserve the building. Since the Presbyterian Arts Center draws tourism, the City Council agreed to donate, but only after matching funds from the public were raised, which was done in November 2011.
 - Softball fields: condition rated 3.22 - Baseball fields: condition rated 3.43/priority rated 2.66.
 - There are a total of three fields and a small T-ball field in the complex. In 2010, the Park Board partnered with the girls softball team and purchased a new pitching machine. In October 2011, the City invested \$50,000 to recut all three fields and condition them, install an irrigation system, pour new concrete by the concession stands and dug-out floors as well as adding new tin on the dugout roofs. The school contracts with the City for the girls' softball field, and purchased outfield fencing and is currently in the process of installing it. New batting nets are being installed this spring as well. The Park Board is still organizing funds to purchase new scoreboards which will finalize the makeover.
 - City Park: condition rated 3.25/priority rated 3.23
 - There are two City Parks, the Memorial Park on the north side and the swimming pool park on the south side of town. There are shelters in both parks which are in good shape. There are sidewalks on the exterior of the parks, but not within the parks. The City is exploring options to fund installing sidewalks that connect the shelters, picnic playground and pool on the south side park to address this ADA concern.
 - Two concerns have been voiced by residences over the last couple of years to both City staff and the Park Board members.
 - The first is weed growth in the gravel. To address this concern, in 2011, the City added weeding to the summer-time help job duties as time allows. Their hours are limited and this may be an ongoing issue in 2012.
 - Another concern that has been raised by residences is a lack of shade on the south side park. The City and the Park Board have been exploring options to either purchase a tree spade or contract out to relocate some trees that are available at the camping pads.
 - Playground equipment: condition rated 3.35 /priority rated 3.21

- In 2005 the playground equipment was updated in both parks. The lack of shade sometimes effects the playground equipment making it hot for the children.
- Auditorium parking lot: condition rated 3.35/priority rated 2.37
 - When there are activities at the auditorium, Library, City Offices and downtown there is a lack of over-flow parking when the lot is full. As this was one of the lower ranked priorities, there are no plans to address currently.
- Auditorium building: condition rated 3.37/priority rated 2.69
 - The auditorium is located adjacent to the City Office. The kitchen and bathroom facilities are in good shape, but are outdated. The kitchen is not stocked with pans and utensils. The doors are not ADA compliant, and the building is energy inefficient. Because of the ADA issues and the lack of energy efficiency, the City is exploring funding options to assist with updating this facility even though it is rated as a lower priority by the overall community.
- Swimming Pool: condition rated 3.62/priority rated 2.78
- Golf Course: condition rated 3.79
- Skate Park: priority rated 2.72

Other recreational facilities around the Madison area which enhance Madison's quality of life.

- Madison County Fairgrounds
- Located 15 miles to the north is Norfolk's TaHaZouka Park, a 99 acre park along the Elkhorn River. Included in the original park boundaries are facilities built back in the WPA days from 1936 to 1943. In the park area there are 4 rental cabins, 2 large picnic shelters, 1 sand volleyball court, lighted official softball field, bathrooms, picnic tables, barbeque grills, canoe access to the Elkhorn River, fishing opportunities, and a public campground. An off-leash dog recreation area and the rail head to the Cowboy Trail are available for public use. The campgrounds at TaHaZouka Park are being renovated and will be re-opened in 2012.
- Maskenthine Lake Recreation Area located 25 miles away north of Stanton is an excellent source for outdoor recreation for Madison's residents. The area is approximately 740 acres in size, including the 100 acre lake. The lake is a popular fishery in the district, and is stocked by the Nebraska Game and Parks Commission. Other recreational activities include hunting, boating, picnicking, hiking, camping, swimming, and winter sports. An arboretum has been established on the east side of the lake.

Overall, Madison residents have access to a wide variety of recreational and tourism activities both within the community and within a short driving distance. Marketing of facilities has been successful in attracting non-residents. Also the partnership with Norfolk Visitor Bureau <http://wordpress.visitnorfolkne.com/> has been very successful. Continued improvements will be worked into the City's planning and budget efforts.

Strategic Plan:

After presentation of the survey results, discussion was held and the following goal statements were developed, voted on and action plans developed for the top 5 goals. See attached polling results.

Goal statements

1. Business Recruitment
2. Develop Housing Plan
3. Business Retention and Expansion Program
4. Downtown Revitalization Program
5. Long term funding for Economic Development
6. Maintain the school system
7. Develop infrastructure plan

Next Steps:

Committees need to continue to meet to start working on plans. Each action plan will need to be further developed as visions, timelines and budgets are identified.

Attachments include Voting Results, Action Plans, Town Hall meeting presentation and tabulated survey results.

1.) Goal Statement: Business Recruitment

Estimated Completion Date: Business Recruit will be ongoing.

Strategies (How do we get it done, listed in order)

- Involve CRA, Committee Members (Volunteers/Vito Virelli (community member) and John Bomar (community member), City Council as needed for site visits, public relations and research
 - On-going strategy with no cost.
- A person dedicated to lead economic development in community-leader.
 - Hire Economic Development/City Director
 - In the process of hiring should be in place by June 15, 2012.
 - Annual salary project to be \$45,000 to \$55,000 (benefits estimated to be \$15,000)
- A site or building to market
 - 3 possible sites currently available
 - 302 S. Main (owned by City)
 - Needs to be demolished prior to marketing (scheduled for 5.7.12)
 - Cost is \$55,000
 - City Staff/Council will explore to sell as a prepped lot or to put un a commercial spec building
 - \$110 per square foot - \$325,000
 - Timeline – one year
 - Information on LOIS
 - Timeline – 30 days for lot being cleared if the decision is made to sell immediately. Otherwise, completion of spec building
 - Cost – free/City staff time
 - 202 S. Main (owned by CRA)
 - Industrial Parkway (private owner of 25 acres and willing to sell.
 - Option needs to be finalized once ED/City Director is hired
 - Cost - Potential \$200,000 cost for purchase
 - Responsible will be new City ED/Director and City Council/CRA
 - Timeline - 6 months for option
- Develop the vision for marketing the community
 - Utilize website and brochure print from LOIS
 - Develop a Community Marketing Plan
 - Responsible – City Staff, CRA, Chamber, PMI,
 - Cost – unknown at this time
 - Current website

- Newly revamped, updated weekly by the City Clerk
 - Chamber person-share duties (Chamber and City is seeing the importance of being more proactive).
- Partner with economic development-other organizations that can bring new and assist with Madison projects.
 - Responsible – City Staff, CRA,
 - Resources - NECC, NENEDD, EVEDC, Chamber, Blackhills Energy, NPPD,
 - Cost – staff time
- Complete a Target Industry Study and a Labor Market Study –
 - Utilize NPPD for study, cost is free (Ken Lemke).
 - Timeline – start by late fall, done within a year

Action Plan (Who does what? When?) City Staff to assist with coordination of individual strategies

Timeline: Overall goal of business recruitment is an ongoing timeline. Shorter timelines are identified within strategies.

Dollars Needed & Possible Sources: City, local business, CRA bonding, LB840. Business recruitment budget will be further developed by as the program is further developed with new staff member.

Responsible Person (s): Vito, Gina, John Bomar

Potential Sources of Assistance: NDED, City, County, other communities, Chamber, banks, NPPD, NENEDD, NECC, Blackhills Energy, Coming County Economic Developer

2.) Goal Statement: Develop and Implement a housing plan (for the community).

Estimated Completion Date: One year

Strategies: Completion of Housing Study

(How do we get it done?)

- Selected consultant at May meeting
- Complete full housing study which will identify rental and owner needs, Demolition needs and subdivision development needs
- Housing task force committee will be identified at start of housing study, and will need to be prepared to implement strategies developed in the housing study
- Housing committee, CRA and City will implement steps identified in Housing Study.

Action Plan (Who does what? When?)

- CRA/Housing Authority/ Private Consultant

Timeline:

- 6 months to 1 Year for the study. Implementation timeline will be identified within study.

Dollars Needed & Possible Sources: \$16,000 – CDBG Grant and City match for the study. Development cost estimates will be identified within study.

Responsible Person (s): City staff and ED/CD

Potential Sources of Assistance: DED, NENEDD, Neighborhood Works, USDA, City, developer,

3.) Goal Statement: Business Retention and Expansion program

Estimated Completion Date: Ongoing

Strategies (How do we get it done?)

- Partner with EVEDC, DED and NPPD to use survey system (BRE)
- Set up appointments with current businesses
 - Find out the needs of the businesses
 - Stress the maintaining of confidential information with interviewers
- Ensure City staff is involved locally with Chamber events
- Chamber coffees- Wednesday's (timeline – weekly)
- Thank existing businesses through paper
 - ED/City Director Welcome and thank you to businesses in July
 - Mayor's Thank you with Holiday greets in December.
- Involve REAP Hispanic Center in BRE's for Hispanic businesses
- Link Tools for Businesses on EVEDC's website - watch for change as Norfolk restructures organization.

<http://elkhorn.toolsforbusiness.info/success-in-nebraska/index2.cfm?cx=elkhorn&CFID=4540446&CFTOKEN=c4fe0a7d7583914f-C465DC3E-A075-D747-EBC2905D1D670827>

- Timeline – 30 days

Action Plan (Who does what? When?) Timeline: on-going for overall goal, specific strategies identify short timelines

Dollars Needed & Possible Sources: Not identified -

Responsible Person (s): community, Chamber, Paula, Board of Directors

Potential Sources of Assistance: DED, NENEDD, NPPD, SCORE, REAP, local civic organizations

4.) Goal Statement: Downtown Revitalization Plan

Estimated Completion Date: 2014

Strategies (How do we get it done?)

- Madison will be partnering with Nebraska Dept. of Roads for the 2013 Hwy 32 Project. The City will incur the cost for the sewer and water line replacement at a cost of approximately \$128,000.00.
 - Madison will also have a chance to replace the Main Street Lighting system at a cost later to be determined.
 - High importance to complete
- Completion of downtown survey (done)
- Apply for the Leadership Designation with hopes of being awarded will be followed through with applying for the DTR grant, which will continue with Madison's vision of a rejuvenated downtown and economic growth.
 - High importance to complete
- Determine needs through a downtown study (1 year)
 - Outcomes of study developed
- Form a group to work on this project/develop a committee
- Talk to other communities that have gone through this process
- Form a committee meeting (chamber, CRA, City, NENEDD, business owners)
 - Complete by June
- Organize site visit – evaluate the community-share what is good and what needs to be improved

Action Plan (Who does what? when?) City Staff, Economic Development/City Director, CRA, Chamber of Commerce.

Timeline: on-going, a survey will take around 9 months, implementation steps (timeline) should be identified for 5-10 years out in the study,

Dollars needed & Possible Sources: .Dollar amounts undetermined. Proportioned to final project and possible grant funding.

Responsible Person (s): Chamber, City, Downtown business owners, property owners/downtown, Economic Development Director and CRA as well as other interest groups.

Potential Sources of Assistance: DED, Community Redevelopment Association, Preservation Madison, NENEDD, NDOR (Highway System), Chamber, local businesses

5.) Goal Statement: Develop long-term funding (for economic development)

Estimated Completion Date:

- Funding will be on going according to projects. Yearly budget will be identified and incorporated into City's budget. City staff position \$55,000 salary plus benefits.

Strategies (How do we get it done?)

- Madison will utilize all means available for funding, including non-restricted City funds. The City itself is talking a proactive approach to Economic Development.
- In the fall of 2011 an Ordinance was passed in show of support for economic growth. City will continue to support
- Chamber of Commerce membership and fundraising monies.
- NENEDD has been instrumental in helping City Staff apply for grants and keeping them informed about different opportunities available. Need to maintain this relationship.
- Explore USDA programs
- There were two TIF projects in 2011 that have made funds available to the CRA. They are currently researching LB840 and other options with NECC and Joe Ferguson.
- LB840
 - Town hall meeting with DED summer 2012
 - Communities that have passed it
 - Sales tax – ballot voting (soonest Spring 2013)
- Tax Increment
- Membership drive
- Elkhorn Valley Economic Development staff
- Nebraska Foundation
- Private or public money availability-such as banks
- Other resource providers
- Increase membership dues

Action Plan (Who does what? \When?) -Economic Dev. Dir/City Director and City Staff

Timeline: Each task is either identified with specific dates, or has an on-going timeline according to project.

Dollars Needed & Possible Sources: \$100,000 - \$150,000 annually (to be fine-tuned as projects develop)

Responsible Person (s): City, County, banks

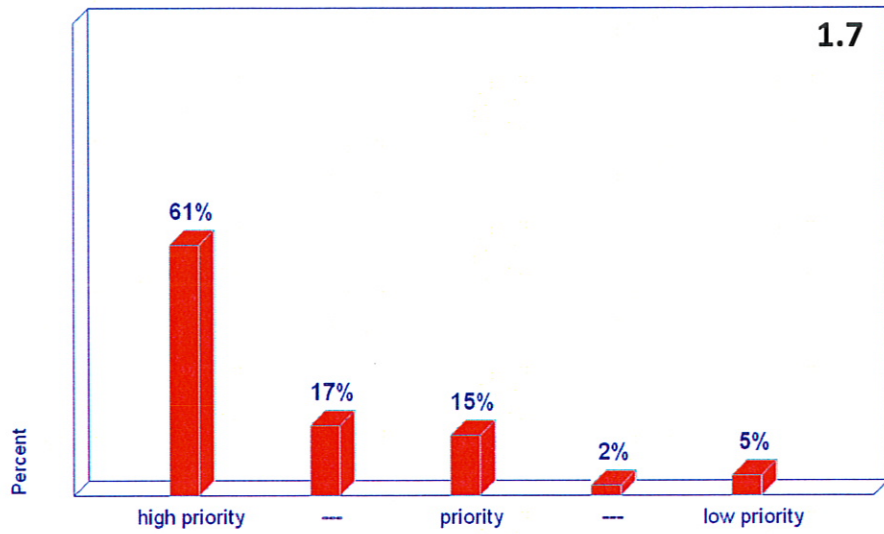
Potential Sources of Assistance: banks, local business owners, Chamber

**City of Madison
Strategic Planning Session
December 15, 2011**

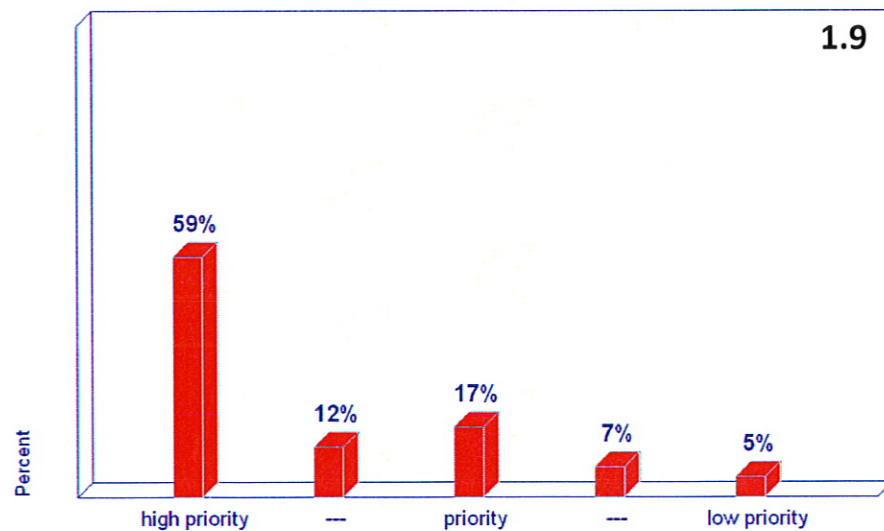
Polling Results

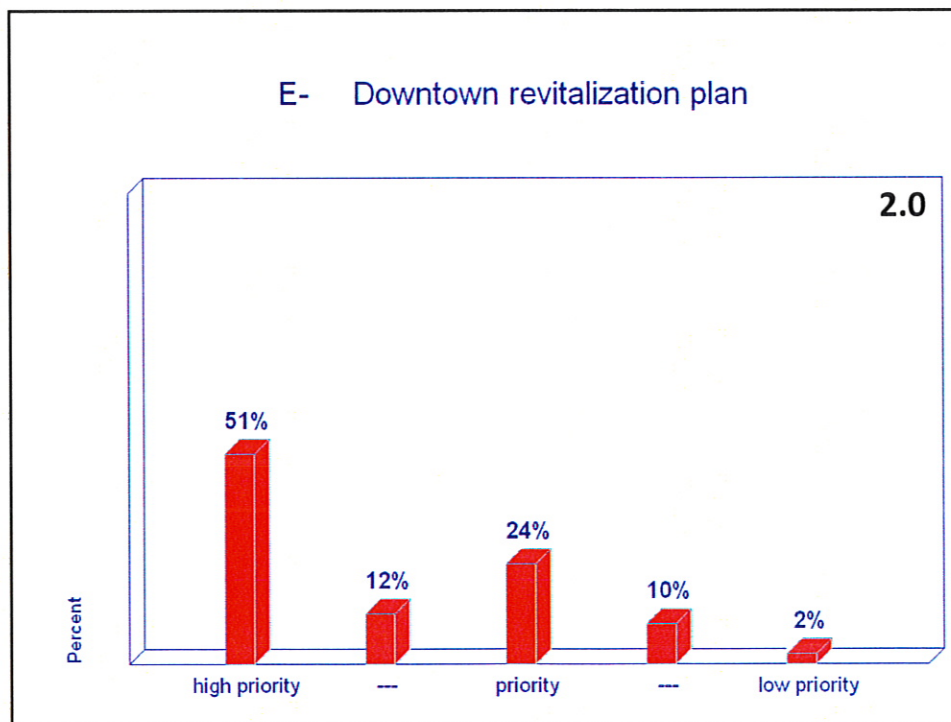
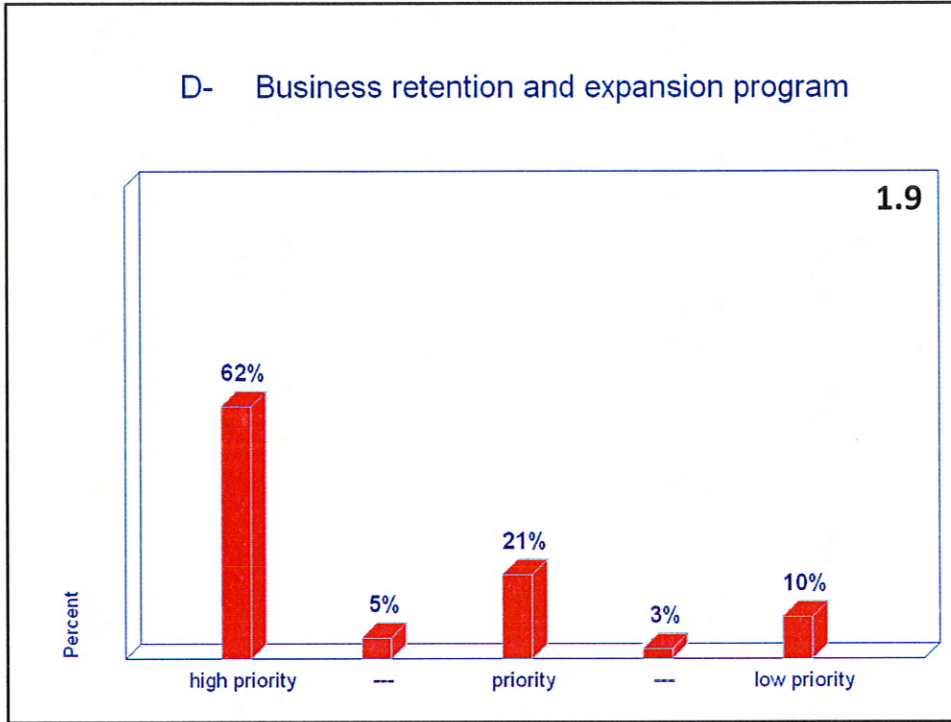
Prepared by:
Nebraska Public Power District

I- Business Recruitment

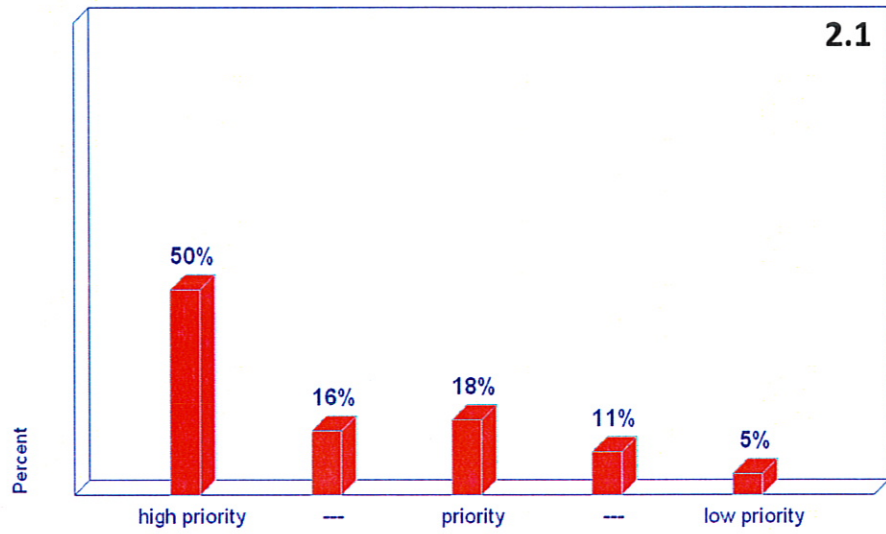


A- Develop a housing plan for the community.

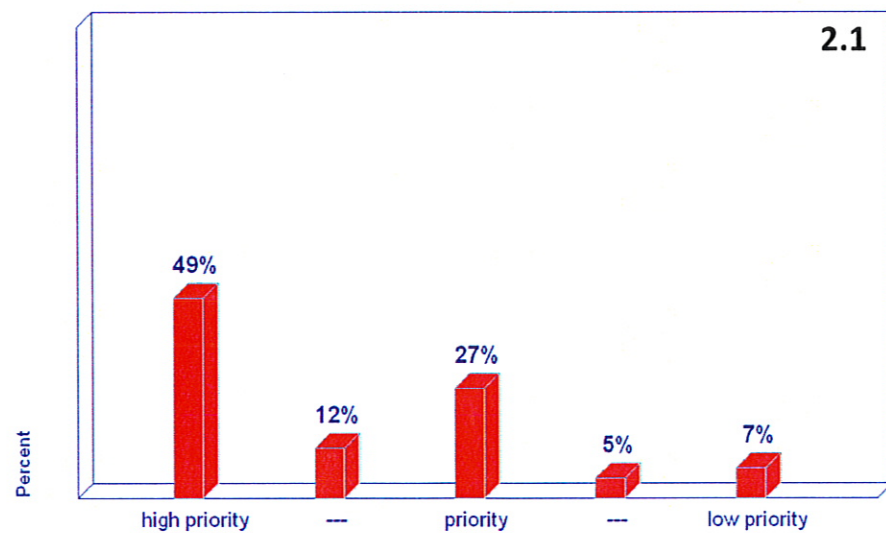




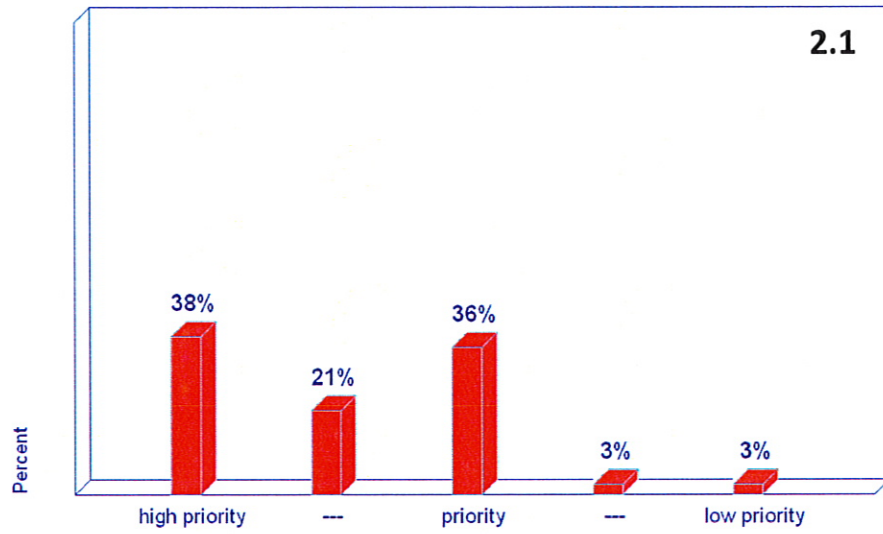
C- Develop long term funding for economic development



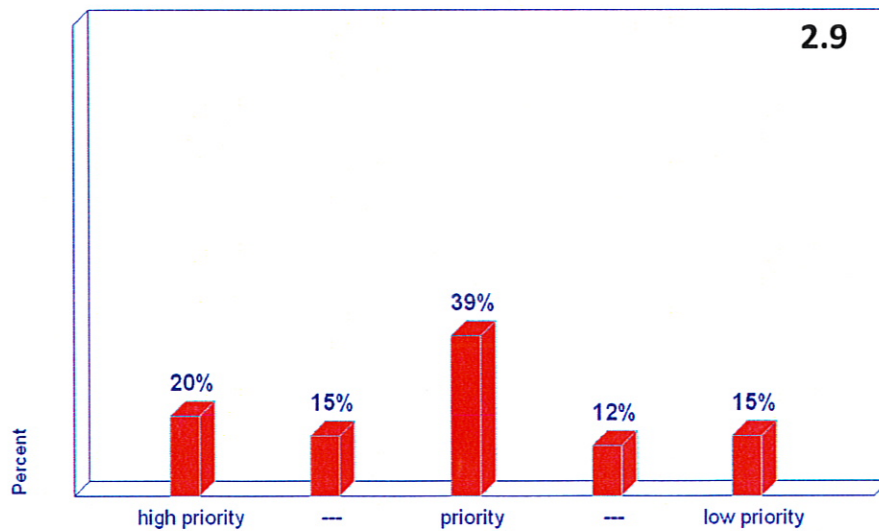
F- Maintaining school system



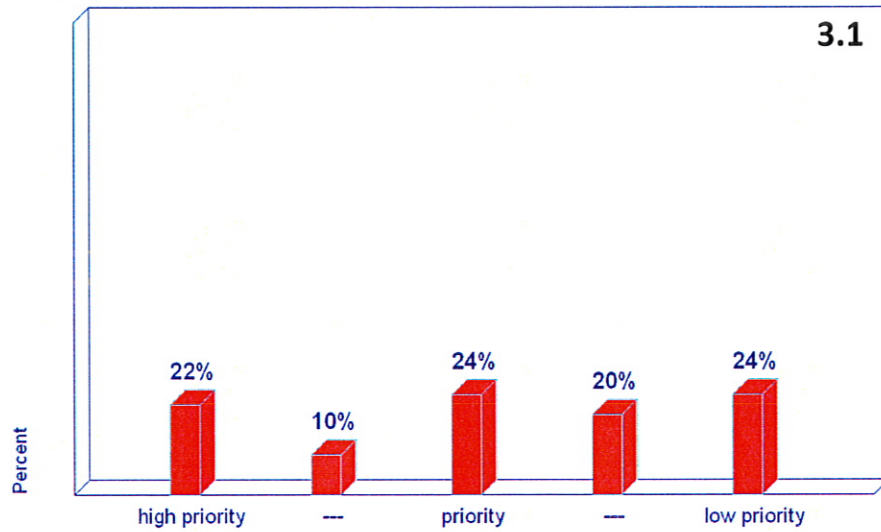
B- Develop an infrastructure plan



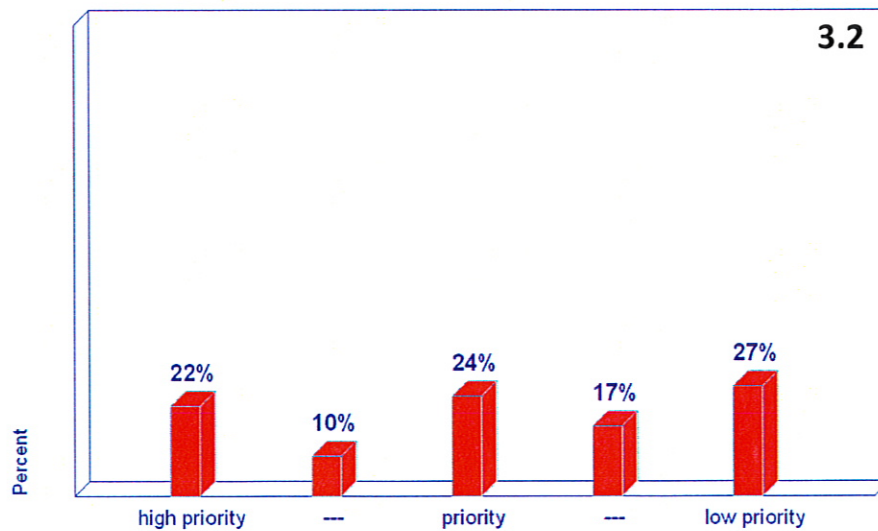
G- Enforce a Comprehensive plan



J- Expand resources and programs in the current library system



H- Park facilities improvements plan



**Madison 2011 Community Attitude Survey
Combined English/Spanish results**

Rate the basic services in the community.	1 (Poor)	2 3 (Average)	4 5 (Excellent)	No Opinion	Rating Average	Response Count	Rating Count		
Community's Planning and Zoning Ordinances	16	14	45	11	1	33	2.62	120	228
Street conditions throughout the community	16	27	58	17	8	0	2.79	126	352
Street maintenance throughout the community	14	23	53	26	8	1	2.93	125	363
Police	18	20	39	26	12	7	2.95	122	339
Electric	9	15	38	28	21	13	3.33	124	370
Natural Gas	5	2	30	32	24	30	3.73	123	347
Water quality	7	9	29	34	37	9	3.73	125	433
Garbage Collection	5	8	25	29	42	6	3.87	115	422
Fire and Rescue services	3	4	19	27	64	6	4.24	123	496

Rate the technology services of the community	1 (Poor)	2 3 (Average)	4 5 (Excellent)	No Opinion	Rating Average	Response Count	Rating Count		
Cable television quality	7	7	40	24	19	27	3.42	124	332
Cable television service	7	10	44	20	15	26	3.27	122	314
Internet connectivity	5	14	46	27	24	9	3.44	125	399
Internet speed	7	18	39	34	19	8	3.34	125	391
Land-line telephone service	3	6	44	24	18	29	3.51	124	333
Wireless & Cellphone service	3	6	44	24	18	29	3.51	124	333
Access to higher education opportunities	6	6	38	31	34	9	3.70	124	426

How important is the need to address the following in the community?	1 (Poor)	2 3 (Average)	4 5 (Excellent)	No Opinion	Rating Average	Response Count	Rating Count		
Access to higher education opportunities	4	10	41	24	28	11	3.58	118	383
Adequate, quality housing	2	13	30	29	41	5	3.82	120	439
Business succession plans	3	14	21	29	34	17	3.76	118	380
Child care facilities	2	14	26	26	34	16	3.75	118	382
Community Website	5	16	32	28	23	16	3.46	120	360
Comprehensive community plan for future	3	11	19	32	41	13	3.92	119	415
Demolition of dilapidated Commercial or Industrial sites	5	9	23	24	42	5	3.86	108	398
Demolition of dilapidated houses	6	11	18	23	48	12	3.91	118	414
Developing renewable energy resources	6	18	25	26	26	17	3.48	118	351
Elderly care facilities	2	13	38	21	39	6	3.73	119	421
Energy conservation	0	19	31	32	24	11	3.58	117	379
Hazardous waste pick-up	4	8	43	25	16	21	3.43	117	329
Health care facilities	5	11	35	30	29	8	3.61	118	397
Land acquisition for further residential/business development	5	13	25	22	28	23	3.59	116	334
Local Economic Development Committee/Organization	1	8	29	25	36	19	3.88	118	384
Local law enforcement	4	11	34	30	33	8	3.69	120	413
Maintaining quality K-12 schools systems	2	10	16	25	62	5	4.17	120	480
Mental health care and facilities	11	20	32	22	17	17	3.14	119	320
Public health education	5	12	38	29	24	12	3.51	120	379
Quality of employment opportunities	9	17	14	30	44	6	3.73	120	425
Recruiting and training emergency volunteers	2	4	28	38	34	13	3.92	119	416
Recycling	4	12	26	28	40	7	3.80	117	418
Safe drinking water	4	10	21	23	56	5	4.03	119	459
Technology infrastructure	1	13	27	29	31	17	3.75	118	379
Upgrading community infrastructure	5	11	21	28	38	16	3.81	119	392
Workforce housing	5	13	24	25	32	21	3.67	120	363
Zoning	4	12	37	24	22	21	3.48	120	345

Rate the Downtown Business area.	1 (Poor)	2 3 (Average)	4 5 (Excellent)	No Opinion	Rating Average	Response Count	Rating Count		
Condition of the downtown buildings	36	42	31	6	1	1	2.09	117	242
Condition of the sidewalks	17	26	48	19	4	3	2.71	117	309
Handicap accessibility	12	20	44	26	7	7	2.96	116	323
Parking	16	21	53	17	9	1	2.84	117	330
Lighting system	10	7	53	33	11	2	3.25	116	370
Retail variety	33	35	23	13	2	10	2.21	116	234
Street conditions	18	27	52	14	5	1	2.66	117	309
Street maintenance	17	23	45	22	6	2	2.80	115	316
Storm water drainage	9	11	51	21	11	12	3.14	115	323
Vacant commercial buildings condition	53	26	17	7	1	9	1.82	113	189
Visual appearance of downtown area	34	46	18	10	4	3	2.14	115	240

	Yes	No	No Opinion	Response Count
Would you like to see additional downtown housing or apartments?	46	48	21	115
Are you supportive of making the downtown area a tourist destination?	69	26	23	118
Are you concerned about maintaining historic integrity in the downtown district?	60	33	24	117

Rate the residential areas.

	1 (Poor)	2 3 (Average)	4 5 (Excellent)	No Opinion	Rating Average	Response Count	Rating Count
Overnight parking restrictions	9	17	55	5	2.78	113	253
Property upkeep and rehab	23	35	36	8	2.34	115	243
Street lighting	6	15	65	19	3.07	114	347
Street conditions	14	30	49	17	2.71	114	309
Storm water drainage	11	14	51	24	2.98	115	313
Street maintenance	15	25	49	17	2.77	115	310
Visual appearance	24	38	36	11	2.43	115	277

Rate the condition of the below items

	1 (Poor)	2 3 (Average)	4 5 (Excellent)	No Opinion	Rating Average	Response Count	Rating Count
Public Restrooms	26	30	35	6	2.27	112	225
Tennis courts	20	13	31	10	2.49	111	189
Basketball courts	13	23	41	9	2.74	113	258
Camping area	11	17	49	17	2.94	113	300
Soccer fields	11	15	41	20	3.01	113	289
Existing RV facilities	9	15	43	23	3.02	113	290
Art Center	10	10	31	26	3.07	112	252
Softball fields	10	11	38	31	3.22	112	325
City Park	7	13	49	29	3.25	113	361
Playground equipment	6	7	46	33	3.35	113	345
Auditorium parking lot	5	7	54	37	3.35	114	379
Auditorium building	1	10	57	36	3.37	114	381
Baseball fields	6	6	41	35	3.43	113	346
Swimming pool	3	12	28	45	3.62	113	391
Golf Course	2	5	26	41	3.79	111	364

Rate the priority of adding or updating the following items.

	1 (none)	2 3 (moderate)	4 5 (highest)	N/A	Rating Average	Response Count	Rating Count
Auditorium parking lot	25	33	30	15	1	6	246
Art Center	24	8	35	10	6	25	215
Tennis courts	20	14	28	17	4	24	220
Existing RV facilities	18	14	40	14	3	20	237
Baseball fields	22	19	34	16	7	12	261
Camping area	18	17	41	12	6	15	253
Auditorium building	16	32	35	17	7	2	288
Skate Park	24	15	15	9	16	29	215
Soccer fields	20	17	28	16	10	17	252
Swimming pool	20	19	33	19	9	10	278
Basketball courts	13	22	31	15	12	17	270
Playground equipment	11	10	40	27	13	10	324
City Park	14	11	34	25	19	7	333
Public Restrooms	8	5	20	39	26	12	364

Do you own or rent your home?

Own	Rent	Neither
77	8	23

If you rent, why do you choose to rent?

Home maintenance expenses are too high	2
Lack of affordable houses	3
Lack of down payment funds	4
Lack of quality dwellings for purchase	5
Preference of renting	2
Temporary resident of community	2
Other (please specify)	4

If needed, what level of repairs does your home need?

No repairs needed	33
Less than \$5,000	31
\$5,000 - \$9,999	21
\$10,000 - \$19,999	7
over \$20,000	9

**If needed, why haven't you made the needed repairs
(check all that apply)**

I'm/We're currently saving for it	34
Can not afford needed repairs	2
Can not get needed financing	6
Do not currently own home	6
Do not want to increase taxes	6
Not feasible for structure of home	4
Planning to move or sell the home	5

**If you purchased your home in the last 5 years, did you
(check all that apply)**

Market met needs	8
Trouble locating a large enough house	8
Trouble locating a small enough house	2
Had to update/rehab extensively	9
Had to update/rehab moderately	7

Rate the following housing problems as they apply	1 (not)	2 3 (moderate)	4 5 (major)	N/A	Rating Average	Response Count	Rating Count		
Absentee rental property owners	8	15	28	10	19	23	3.21	103	257
Adequate affordable homes for sale	11	6	27	20	22	19	3.42	105	294
Adequate affordable rental units	4	10	20	20	30	20	3.74	104	314
Adequate dwelling types	5	12	27	13	32	16	3.62	105	322
Adequate housing for elderly	5	17	24	19	22	17	3.41	104	297
Adequate subsidized assisted housing	7	16	28	10	21	20	3.27	102	268
Poor, dilapidated housing	1	5	11	29	46	14	4.24	106	390
Vacant/abandoned housing	3	9	15	25	42	12	4.00	106	376

Regarding the future economic growth, our efforts would be best spent	1 (none)	2 3 (moderate)	4 5 (highest)	N/A	Rating Average	Response Count	Rating Count		
Attract new industry	3	4	23	28	42	7	4.02	107	402
Attract new retail business	2	5	21	29	41	9	4.04	107	396
Attract new service business	3	2	23	28	41	8	4.05	105	393
Build more apartments	9	17	27	21	25	7	3.36	106	333
Build more homes for rent	11	16	28	16	25	10	3.29	106	316
Build more homes for sale	15	9	26	19	26	11	3.34	106	317
Development of Industrial Tract	6	10	25	25	22	17	3.53	105	311
Improve appearance of commercial areas	5	6	16	28	47	6	4.04	108	412
Support and expand existing business and industry	2	6	18	23	51	8	4.15	108	415

Rate the following services as to quality and/or availability	1 (not)	2 3 (moderate)	4 5 (major)	N/A	Rating Average	Response Count	Rating Count		
Accounting & Bookkeeping	6	15	53	13	4	15	2.93	106	267
Attorney & Legal	6	8	40	23	21	8	3.46	106	339
Auto & Machine Repair	2	7	41	29	20	7	3.59	106	355
Banking & Financial	1	2	24	31	45	5	4.14	108	426
Beautician & Hair Salon	15	17	40	19	5	11	2.81	107	270
Child Care	17	16	35	14	5	18	2.70	105	235
Chiropractic	3	4	34	31	25	9	3.73	106	362
Computer Sales and Service	38	25	17	3	3	20	1.93	106	166
Conference & Community Meeting Facilities	15	21	37	14	9	12	2.80	108	269
Contractors	9	7	45	20	8	16	3.12	105	278
Dental	22	15	36	18	6	9	2.70	106	262
Eye Care	40	20	22	7	0	16	1.96	105	174
Farmers Market	43	17	16	7	1	22	1.88	106	158
Food & Dining	14	24	45	10	10	5	2.79	108	287
Grocery	13	20	44	19	7	4	2.87	107	296
Heating & AC Installation and Repair	20	14	35	17	5	15	2.70	106	246
Hotels & Lodging	63	14	5	3	7	16	1.66	108	153
Independent Living for Seniors	15	23	35	10	6	16	2.65	105	236
Library	5	5	29	36	27	5	3.74	107	381
Medical	10	11	43	24	13	5	3.19	106	322
Nursing Home Facilities	4	5	33	33	24	7	3.69	106	365
Postal	13	5	42	27	14	6	3.24	107	327
Printing & Copy	23	27	30	7	1	18	2.27	106	200
Religious	2	5	29	24	38	9	3.93	107	385
Retail	19	34	30	12	1	9	2.40	105	230
Senior Center Facilities	5	13	41	25	13	9	3.29	106	319
Specialized Medical Care	34	15	23	6	3	24	2.12	105	172
Veterinary	5	13	29	31	18	10	3.46	106	332

Rate the following priorities as they apply	1 (none)	2 3 (moderate)	4 5 (highest)	N/A	Rating Average	Response Count	Rating Count		
Amenities, such as parks and trails	10	11	43	22	10	8	3.11	104	299
Business recruitment, retainment and expansion	4	6	14	32	38	13	4.00	107	376
Clearing dilapidated buildings	4	7	16	26	42	10	4.00	105	380
Owner occupied housing rehabilitation	5	10	27	21	8	14	3.24	85	230
Housing development	9	10	31	17	26	11	3.44	104	320
Storm water drainage	14	17	31	16	8	19	2.85	105	245
Street repair (residential)	7	13	30	22	20	12	3.38	104	311
Street repair (downtown)	6	14	30	22	21	12	3.41	105	317

Please identify how many persons in each age group are

Under 19	61
19-24	27
25-34	27
35-44	43
45-64	66
65+	25

***20 skipped question

For future planning surveys, do you prefer an electronic survey or a paper survey?

electronic	93
paper	8

Top 3 Priorities

- Property and Housing Condition
- Housing - owner and rental
- Downtown