



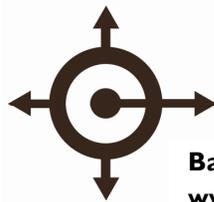
**BROWN COUNTY  
20/20**

**ENVISIONING  
THE FUTURE**

---

REPORT TO THE  
COMMUNITY ABOUT THE  
CONFERENCE HELD  
FEBRUARY 17-18, 2012

[browncounty2020.org](http://browncounty2020.org)



**Bay Area Community Council**  
[www.bayareacommunitycouncil.org](http://www.bayareacommunitycouncil.org)

## **FOREWORD**

By 2020, the youngest children in Brown County will be ready for formal education in schools that are focused on preparing them for careers in a global marketplace and life in a community where health and wellness are part of the culture.

The Brown County in which they grow will be safe and supportive, built on personal and shared responsibilities tied to economic self-sufficiency. Its governments will be led by responsive officials who represent all parts of an inclusive, diverse place.

That promising prospect comes from 240 leaders taking part in *Brown County 20/20: Envisioning the Future*, a two-day conference held in February, 2012.

The conference generated scores of ideas detailed beginning on the next page. They are grouped in five areas: education, overcoming division, economic development, personal and community health and self-sufficiency, arranged in order of importance as determined by vote at the conference.

*20/20* was developed by the Bay Area Community Council in conjunction with Brown County United Way, the Greater Green Bay Community Foundation and the Green Bay Area Chamber of Commerce. The groups relied on data about community concerns and attitudes found in the 2011 LIFE Study, sponsored by the same organizations.

A full explanation of how *20/20* was developed follows the presentation of conference outcomes in a section entitled "About the Conference." This section also contains information about the conference agenda, financial support, attendees, and other information.

BACC's mission is to make its members aware of issues, analyze them and engage the community in providing solutions to long-range problems by making specific, measurable recommendations for action. In recent years, BACC has done studies of local poverty, immigration, transportation and alcohol abuse.

For now, neither BACC nor any of the other sponsors are advocating specific actions. This is a report of what emerged from *20/20*. It is BACC's hope that groups and individuals will select areas in which they have expertise and work together to solve problems. BACC will report developments and urge action as appropriate.

Efforts such as *20/20* can be dismissed as pie in the sky exercises. But a similar conference in 1992 produced not only BACC as a community think tank but dozens of ongoing efforts to solve community problems.

Conference sponsors welcome your interest. We hope that you will join others to take up a piece of the report and work to move Brown County forward.

Please read what follows carefully and thoughtfully. This is your community. Some of those school-ready young children may be part of your family. Get involved.

VISIONARY OUTCOMES OF THE CONFERENCE  
[THE FIVE MAIN TOPIC AREAS IN ORDER OF IMPORTANCE, AS DETERMINED BY VOTE]

**EDUCATION**

**BY THE YEAR 2020, OUR VISION IS THAT.....**

**Education represents a cradle to career approach that utilizes school, community, business, and parent engagement to achieve graduation rates that exceed the mid-point of the state average. It is designed to support a successful transition from the status of student to a contributing member of society. It is crafted to help children, youth, young adults and families to be healthy, ready to succeed in school and achieve financial self-sufficiency.**

- 1. Brown County children have ample opportunities to achieve their potential in an educational environment.**
- 2. Every person recognizes their shared role and responsibility to contribute to the economic self-sufficiency of the whole community. Starting at birth, every member of the community has an individual learning and education plan (ILEP).**
- 3. We have full-service community schools to serve all at-risk students in Brown County.**
- 4. A project-based/experiential learning focus is used where appropriate.**
- 5. The education system is flexible in its ability to change as conditions and needs change and opportunities for improvement present themselves.**
- 6. A cooperative network of community organizations providing safety net services is in place to assist families from Pre-Kindergarten, including Early Childhood through Grade 12 systems in developing and fostering healthy minds.**
- 7. We focus on both basic competencies and relevant exposure to broader topics.**
- 8. Brown County has completed a full community resource assessment or asset map.**
- 9. We have met the challenge of preventing poverty from limiting educational attainment.**
- 10. The priority of these visions is defined and acted upon by each school district and reflects its unique demographics and needs.**

**DETAILS OF THE VISION**

- 1. Brown County children have ample opportunities to achieve their potential in an educational environment. Children are:**
  - Benefiting from options that make the best use of resources, including expanded learning time throughout the school year and summer programs that minimize the loss of learning;

- Ready for school independent of demographic circumstances;
- Achieving at level that exceeds the state midpoint for the respective measure;
- Receiving the support necessary to allow them to achieve at this level;
- Have been nurtured, kept safe, and supported from birth, physically, socially, and emotionally.

**2. Every person recognizes his or her shared role and responsibility to contribute to the economic self-sufficiency of the whole community. Starting at birth, every member of the community has an individual learning and education plan (ILEP).**

- The ILEP supports life-long goals for academic, career, personal and social development and wellness. It is an electronic portfolio, allowing for creativity, self actualization and engagement. It incorporates schools, families, agencies and businesses.
- There is a link to workforce needs as projected by businesses and institutions.
- The ILEP reflects the development and implementation of a self-paced, lifetime, fluid, and incentive-based plan that includes standard academic courses, life skills, and technical training and integrates work with schools, learning centers, agencies, families, and businesses.
- It reflects access to a lifetime, comprehensive educational system that is online and/or physical, where families and children craft their education.
- It is electronically accessible by all designated stakeholders.

**3. We have full-service community schools to serve all at-risk students in Brown County.**

- This includes the use, where appropriate, of wraparound, seven-day per week, multi-partner services and resources to foster well-being (such as health care, job center, counseling, recreation, etc.).
- It includes the creation of centers for community member interaction.
- It includes the expansion of existing college-mentoring programs that include parents.

**4. A project-based/experiential learning focus is utilized where appropriate which includes:**

- Alignment to business/community needs;
- Grade-level relevancy, rigor, and age-appropriate inter-connectedness for projects;
- Meeting students' social and emotional needs;
- Providing connections and input from healthcare, recreational, and social services and a continuity of home and school connection;
- Promoting the *Live54218* healthy learning model (5 fruits or vegetables, 4 bottles of water, 2 hours of screen/video time, 1 hour of physical exercise and 8 hours of sleep each day);
- Providing a nurturing environment;
- Utilizing an interdisciplinary approach that leads to higher student engagement, that in turn results in better career and/or college preparation;

- A constant flow of resources to support these initiatives;
- A coordinated technology program for students, to create access to education related technology;
- Service learning required to graduate from high school.

**5. The education system is flexible in its ability to change as conditions and needs change and opportunities for improvement present themselves. We have:**

- Schools which are inclusive, involve community-wide planning, active coaching and mentoring, and have put individual success into the context of group success;
- Made education more attractive as a career and developed teachers who are:
  - Prepared and encouraged to be innovative,
  - Responsive to students' needs and strengths,
  - Better trained,
  - More flexible and willing to try innovative approaches,
  - More collaborative with fellow teachers and administrators, and
  - More knowledgeable about workforce realities;
- Adjusted teachers' salaries to attract the best and brightest;
- Redesigned the performance evaluation and reward system for teachers;
- An integrated, community-wide education effort that is:
  - Holistic in its approach, including arts and citizenship training,
  - Collaborative,
  - Defined differently,
  - Based on problem solving skills,
  - Rigorous,
  - Relevant to the real world of our community,
  - Interdisciplinary,
  - Fostering curiosity, personal responsibility, and lifelong learning.

**6. A cooperative network of community organizations providing safety net services is in place to assist families from Pre-Kindergarten, including Early Childhood through Grade 12 systems in developing and fostering healthy minds.**

- All parents and families are stable, self-sufficient and care for and are engaged in their children and their children's education.
- The community reflects full acceptance of immigrant populations and participates in an effort to foster diversity education and exhibit inclusion values that reflect our community.
- Parents and families have the knowledge, assistance, social-emotional support systems, and confidence to care for and be involved with their children's education, to participate in teaching them life skills and to support their success.
- This has meant:
  - Role-modeling for parents is available that educates them on the role of the family,
  - Identification and removal of obstacles and barriers to *learning* that existed in the home,
  - Breaking family patterns that produced obstacles and barriers to education,

- Increasing parenting education and support systems,
- Working from birth to eliminate the achievement gap between socio-economic groups, and
- Exploring incentives to families for school attendance and good behavior.

**7. We focus on both basic competencies and relevant exposure to broader topics.**

- *Basic competencies* focus on reading, writing and math at grade level—with competencies well defined and attained.
- *Exposure* to global issues includes diversity and inclusion, and life skills (parenting, interpersonal and community leadership), with these competencies and issues integrated into topic areas.
- Education is defined as more than vocational, but also as having a strong liberal arts base to help students appreciate the cultural benefits of literature, music, the visual arts and diverse cultures in our changing community.
- This focus has led to employment that provides a living wage, with all high school graduates ready for work, and finding work with dignity and meaning.

**8. Brown County has completed a full community resource assessment or asset map.**

It includes both public and private schools, defines and links quality assets and identifies best practices around education and human services.

**9. We have met the challenge of preventing poverty from limiting educational attainment.**

- There are resources to help those who live in poverty and those youths who might step into troubling behavior because of a lack of engagement or who may need special accommodations.
- The purpose is to support the educational process from birth to career.
- This means that:
  - We have created community understanding and acceptance,
  - We have established early detection of mental health issues,
  - We have improved academic scores,
  - We have built healthier families,
  - We have reduced classroom distractions,
  - We have lowered educational, healthcare and prison costs,
  - We have built support for families and children (i.e. latchkey children),
  - We have decreased alcohol, drug abuse and suicide rates,
  - We have developed ways to get students to be self motivated—to want to succeed,
  - We have redefined the meaning of "failure" for students in a constructive manner,
  - We have identified and removed obstacles and barriers to learning, and
  - Every child has a mentor or a system of allies.

**10. The priority of these visions is defined and acted upon by each school district and reflects that its unique demographics and needs.**

- We have studied the wide variety of options for extended learning (costs, public acceptance, etc.) and used those most appropriate to each school district.
- We have, through resource assessment, identified areas of common concerns and collaborative action among all Brown County schools, as well as areas where proposed education outcomes may vary based on different demographics and school board agendas.

## OVERCOMING DIVISIONS

BY THE YEAR 2020, OUR VISION IS THAT.....

**We are working together to build our community by overcoming political, cultural, social and economic divisions.**

- 1. There are more people running for office and fewer uncontested races.**
- 2. Effective politicians who exhibit proper decorum and mutual trust are being elected.**
- 3. There is broad, political representation that matches the demographic and cultural makeup of the community and its mindset**
- 4. Our neighborhoods are cohesive, engaged and inclusive of all.**
- 5. The local media promote positive neighborhood behavior and positive behavior by politicians and leaders.**
- 6. Celebrations of cultural diversity are promoted.**
- 7. Entertainment opportunities affordable to all are promoted.**
- 8. We have programs that engage and empower our youth.**
- 9. Healthy foods and lifestyles and a healthy environment for all are promoted.**

### DETAILS OF THE VISION

- 1. There are more people running for office and fewer uncontested races.**
  - Our political representation has improved through term limits, and at-large representation has been explored to encourage new ideas, new interests and change. As a result, community members report greater trust in local government representatives and believe that, as voters, they have influence and impact in local government development.
  - Qualified candidates are recruited to run for public office.
- 2. Effective politicians who exhibit proper decorum and mutual trust are being elected.**
  - Effective politicians who respect others, show bi-partisan engagement with one another and with their constituents, demonstrate a commitment to the common good and represent the interests of the community ahead of their own self interest are being elected.
  - Those we elect have demonstrated leadership skills and an understanding of their constituents' needs, issues and concerns. They acquire this through an Academy for Candidates, immersion experiences and acquainting themselves with regional data such as the LIFE Study.
- 3. There is broad, political representation that matches the demographic and cultural makeup of the community and its mindset.**

- Community members of diverse backgrounds are running for office and community members report a positive impact through diversity and inclusiveness.
- We are focused on collaboration and avoid polarization.
- Respect and gratitude are the operating principles of local government.

**4. Our neighborhoods are cohesive, engaged and inclusive of all.**

- We have neighborhoods that are inclusive in terms of race, age, sexual orientations, incomes, religion, health, disability, diverse backgrounds and ethnicities and are sought-after as places to live and raise a family. They reflect mutual respect among all neighbors, an active engagement with all points of view and are inclusive of all.
- These neighborhoods and communities are stewards of the common good, with shared and well-utilized green spaces, and homes of all types and sizes.
- They are within easy reach of transportation, affordable recreation opportunities and they are safe for all. They promote a positive perception of diversity.
- Through this focus, we have become a diverse community of empowered and engaged citizens of all ages, unified in our quest to influence Brown County’s development. We see ourselves as extended families.

**5. The local media promotes positive neighborhood behavior and positive behavior of politicians and leaders.**

We expect our media to create a feeling of influence and impact on local government—that we collectively have a voice in what our community should look like.

**6. Celebrations of cultural diversity are promoted.**

- Ethnic gatherings, fairs, picnics, and heritage celebrations are open to the public.
- Concerts and art displays of various cultural heritages are encouraged.

**7. Entertainment opportunities affordable to all are promoted.**

- Safe gathering places for family entertainment are publicized.
- Entertainment which appeals to a variety of ages and cultural backgrounds and provides opportunities for people to socialize is promoted.

**8. We have programs that engage and empower our youth.**

- We provide our youth with mentoring. We ask them to play an active role in uniting and influencing our community. We foster transformational education programs that develop our children and provide them with interpersonal skills.
- Our youth is provided the right jobs at the right wage at the right time.
- Opportunities for intergenerational sharing and learning are created.

**9. Healthy foods and lifestyles and a healthy environment for all are promoted.**

Distribution of healthy foods is made available to the poor by churches and other non-profit agencies. Grocery stores providing healthy foods are located in low-income neighborhoods.

## ECONOMIC DEVELOPMENT

BY THE YEAR 2020, OUR VISION IS THAT.....

**We consistently seek, promote and create a sustainable economy and livable community—financially, physically, socially and environmentally.**

- 1. We have a stable economic base, built on existing strengths, with a solid core of *sustainable* opportunities for employment, wealth creation and reinvestment.**
- 2. We are a *magnet* for economic development, attracting young professionals, families, entrepreneurs, innovators, corporate offices and investors, who fuel growth and renewal of an evolving economy.**
- 3. We have an *education and training* system built around integration of life and learning.**
- 4. We are *recognized* beyond our borders as much for our local pride in creating a livable community with a vibrant economy, as we are for our community-ownership of the Packers.**
- 5. We have a consistent and unified approach to local and regional *government* which supports our economy and its drivers and the building of a sustainable regional community.**

### DETAILS OF THE VISION

- 1. We have a stable economic base, built on existing strengths, with a solid core of *sustainable* opportunities for employment, wealth creation and reinvestment.**
  - Sustainability is measured on a long term basis, avoiding quick fixes in favor of sowing the seeds of positive multi-generational outcomes.
  - We leverage our existing resources, including water and agricultural by-products. We maintain a balance of clean water and green space, incorporate Leadership in Energy and Environmental Design (LEED) in new and repurposed buildings and recycle materials.
  - Green Bay and Brown County become the center for pollution-free paper manufacturing.
  - We identify and achieve measurable positive differentials over state and national metrics of economic activity, including use of alternative and renewable fuels, self-sufficiency in food production, energy footprint, economic growth, standard of living and costs of doing business.
  - Employers work with health providers on developing wellness in the workplace, including addressing obesity and substance abuse.
  - Employers are engaged with health providers and insurers to bring down the cost and improve the quality of health care to make this a positive cost differential in doing business here.
  - We have a swimmable Bay of Green Bay.

**2. We are a *magnet* for economic development, attracting young professionals, families, entrepreneurs, innovators, corporate offices and investors, who fuel growth and renewal of an evolving economy.**

- We are a community nationally recognized as a great place to raise children.
- We are a community with a high percentage of citizens involved in charitable giving, volunteering and collaborative mentoring, both on a neighborhood and faith-community basis.
- We build on existing strengths (e.g. papermaking and converting, non-wovens and their derivative products, wind turbines, insurance, health care, recreation, agriculture) to innovate and move from good to better to best.
- We foster venture capital funding support and mentoring by businesses.
- We have locally-sponsored enterprise zones.
- Brown County is a sought-after destination because it provides support services, an entrepreneurial infrastructure and a reputation for diversity of ideas and innovation.
- There is a Brown County Council for Sustainability, for developing new business ideas—a think tank that makes its ideas public.
- Urban areas and contemporary housing are created for diverse, affluent young professionals.

**3. We have an *education and training* system built around integration of life and learning.**

- We have an integrated education and career training system, secondary and post secondary system that promotes:
  - Lifelong learning,
  - Career service,
  - Wellness,
  - Civic engagement;
- Our learning system is designed to *foster leadership in people* through mentoring, exposure to management practices and integration with and throughout the system and the workforce.
- Employees and employers partner to meet the evolving needs of labor markets.
- Our education system is innovative and offers lifelong learning beginning at birth, including:
  - Cooperation between schools and businesses to provide meaningful exposure and training in the workplace for secondary and post secondary students,
  - Apprenticeships and internship opportunities for secondary school and post secondary students in the workplace,
  - Education beyond high school,
  - Parenting classes,
  - Interpersonal relationship education,
  - Education of voters,
  - Harnessing of technology for industry and individual advancement,
  - Help for schools with low graduation rates by providing incentives for students to go to school for job training that leads to employment.
- Our education and training system:

- Develops a more highly skilled workforce to supply new businesses,
  - Sees each student graduating from high school with a job skill,
  - Makes sure that all students earn credentials beyond the high school diploma,
  - Sees more community service involvement;
- We see the education of the haves as an opportunity and an obligation to build relationships and partner for progress with the have-nots.
  - A medical school based on low cost, superior-outcome healthcare is located in Brown County and is a part of a focus on innovation across the community and the business sector in particular.

**4. We are *recognized* beyond our borders as much for our local pride in creating a livable community with a vibrant economy, as we are for our community-ownership of the Packers.**

- We are recognized as an All-American City and use our national recognition in reclaiming Broadway as a model for planning further downtown renewal.
- We encourage and support our diversity and inclusiveness.
- We maintain our state and national leadership in providing Early Childhood services.
- We put the “green” into Green Bay with our sustainability efforts.
- We regionalize our cultural centers, mass transit systems and tourism opportunities.
- We revitalize the Weidner Center, expand the arts in our community and attract persons associated with the arts.
- We use the Neville Public museum to promote our unique local image, both current and historical.

**5. We have a consistent and unified approach to local and regional *government* which supports our economy and its drivers and the building of a sustainable regional community.**

- Our citizens elect public officials who treat each other with respect in common efforts to better the community.
- Government resources and services are consolidated in order to better leverage limited funds to promote development, reduce competition among communities and improve regional transit
- Regional tax sharing is used when services provided benefit the region as a whole.
- A high percentage of voters turnout for elections.
- There is a robust pool of candidates for public office who have diversity of thought and background as well as understanding of the role of government in promoting a healthy economy.

BY THE YEAR 2020, OUR VISION IS THAT.....

**We have a culture of health and wellness—in mind, body and spirit—that has minimized reliance on the medical system and exceeds the experience of any other comparable city in the Great Lakes region.**

- 1. Families: Each family knowingly models a healthy lifestyle—mind, body and spirit.**
- 2. Schools: We model healthy lifestyles throughout the school day.**
- 3. Workplaces: Organizations are thriving because their participants are fit and healthy, and have healthy families.**
- 4. Community: Elected officials are leaders in assuring we continue as a healthy-lifestyle community.**
- 5. Exercise: Everyone exercises daily, yielding much greater fitness.**
- 6. Nutrition: We are what we eat so we eat with care.**
- 7. Alcoholism: We get off the binge-drinking scorecards.**
- 8. Mental Health Maintenance: We have easy access to mental health care, especially at critical times.**
- 9. Measures: We use measures that drive the performance we seek.**

DETAILS OF THE VISION

- 1. Families: Each family knowingly models a healthy lifestyle—mind, body and spirit.**
  - Family members minimize sedentary time and daily surpass exercise guidelines.
  - Families know and practice the need for a wholesome breakfast to fuel the day's activities.
  - Every family has a doctor, gets an assessment annually, and gets all recommended vaccinations. We understand how the medical system operates, seek corroborating information, and question our providers to better understand our own health.
  - The Community Partnership for Children is fully-funded and provides four years of counseling for families with at-risk children. All children enter school primed for learning.
- 2. Schools: We model healthy lifestyles throughout the school day.**
  - Each student has at least 30 minutes (ideally one hour) of active exercise every day, which provides oxygen and strength, which increases both physical energy and mental acuity.

- School food is universally nutritious, and students are educated on what food is good for them, and why, and what foods are bad for them, and why.
- We know the difference between Good Stress and Bad Stress, and educate students regarding it.
- *Live54218* remains alive and well (5 fruits or vegetables, 4 bottles of water, 2 hours of screen/video time, 1 hour of physical exercise and 8 hours of sleep each day).
- Each school, where practical, operates a vegetable garden.
- Reformed alcoholics and drug addicts make presentations on the negative impacts of addictions.

**3. Workplaces: Organizations are thriving because their participants are fit and healthy, and have healthy families.**

- The workplace (where participants spend 8-10 hours a day) educates, informs and models healthy behavior recognizing that organizations minimize cost and maximize performance when they encourage healthy lifestyles.
- Only healthy food is provided for meetings, in vending machines, at celebrations.
- Employees park a half-mile away. Many choose to walk to and from work.
- Employees and their families are kept informed regarding healthy lifestyles, effective use of the medical systems and their costs.
- Businesses practice family-friendly policies that minimize Bad Stress.

**4. Community: Elected officials are leaders in assuring we continue as a healthy-lifestyle community.**

- Natural areas are continually developed, not only for their place as a quiet sanctuary, but for bike and walking trails. Weekly community events take advantage of these resources.
- Public/private partnerships pay for healthy-lifestyle mentors and counselors, who are available to organizations and families.
- Restaurants and grocery stores lead the way with healthy, organic foods.
- Our elected leaders take responsibility to insure that these initiatives occur and continue.

**5. Exercise: Everyone exercises daily, yielding much greater fitness.**

- Everyone has at least 30 minutes (ideally one hour) of active exercise every day, which provides oxygen and strength, which increases both physical energy and mental acuity.
- We have a large number of bike and walking trails. Weekly community events encourage their use.

**6. Nutrition: We are what we eat so we eat with care.**

- We know what a balanced diet means for our body style and weight – we eat the right food.
- We understand the difference between good calories and bad calories. We pay attention to the calories we take in so that they match the calories we expend. We eat the right amount.
- Farmers markets and healthy food co-ops are flourishing.

**7. Alcoholism: We get off the binge-drinking scorecards.**

- Binge drinking is frowned upon for its impact on social and brain development and it is stigmatized.
- Parties and tailgating are frequently non-alcoholic.
- The media continually support these initiatives, often with shock depictions.

**8. Mental Health Maintenance: We have easy access to mental health care, especially at critical times.**

- Access to mental health counseling is free, up to a determined point, and is always free for those under 18.
- Families understand the usefulness of meditation, Good Stress, avoidance of Bad Stress, and the active use of counseling.

**9. Measures: We use measures that drive the performance we seek.**

- We understand that behavior is directed best when measures describe progress.
- Measures that describe the above achievements have been developed, and are reported widely and visibly on an annually basis.

## SELF SUFFICIENCY

BY THE YEAR 2020, OUR VISION IS THAT.....

### **Local families are economically self-sufficient and prepared to meet the needs of older and disabled residents.**

- 1. Human Capital: Everyone has a safe and supportive community around them from childhood into old age that includes neighbors, professionals, emerging leaders and volunteers.**
- 2. Access: We have a community networking map and the systems and services to assist and support members of the community.**
- 3. Education: Education opportunities nurture and support the whole family from cradle to career, lifelong learning is an active pursuit by everyone and individuals have the skills and knowledge to live the best possible life.**
- 4. Responsibility: Every person recognizes their shared role and responsibility to contribute to the economic self-sufficiency of the whole community.**

#### DETAILS OF THE VISION

- 1. Human Capital: Everyone has a safe and supportive community around them from childhood into old age, which includes neighbors, professionals, emerging leaders and volunteers.**
  - Communities have a functioning social network that provides continuing and collaborative services and support.
  - Families are being actively helped to achieve and maintain self-sufficiency. Families are self-sufficient through the availability of adequate transitional housing, the effective delivery of services, and through the collaboration of the community in paying attention to families in need.
  - Every person has a plan for economic self-sufficiency and a health and wellness plan. It results in purposeful and meaningful lives.
  - Everyone has life skills training, support from others and is eligible and able to access the services that they need. Everyone lives above the poverty line
  - We have mixed, scattered, sustainable pilot communities (economically, socially, and physically diverse), enabling all individuals to build and maintain positive relationships.
  - Everyone lives in a home of their own choice, transportation gets people to where they want to go when they want to go and childcare is readily available.
- 2. Access: We have a community networking map and the systems and services to assist and support the members of the community.**
  - We have a one-stop community center or information source (a physical structure and online access concept, much like the 211 information source of United Way), with email/web/news/

recycling-bin style stickers/billboards/grocery posters and in-person ambassadors. It includes one-on-one support.

- We have a navigation system that enables one to readily find sources of knowledge and suggestions as to whom you need to go to, to learn about or receive help with respect to personal, community, and work-related issues. It includes residential assistants connected to advocates in order to foster togetherness and eliminate barriers between people.
- It includes online mentors (using known experts and unknown experts—those with "street smarts") who help and support individuals in need of assistance. We leverage existing relationships and identify problem solutions through experts and "go to" people.
- This type of access promotes:
  - Interaction,
  - Access to information,
  - Care and encouragement,
  - Increased support (daily contact for the elderly and disabled, for example), and
  - Decreased isolation.
- We have a defined percent increase in resources available to solve current community and individual issues, to meet needs, and to increase individual and community connections.

**3. Education: Education opportunities nurture and support the whole family from cradle to career, lifelong learning is an active pursuit by everyone, and individuals have the skills and knowledge to live the best possible life.**

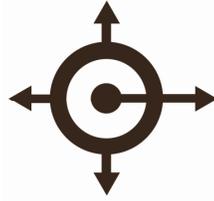
- We actively work with the education system to establish and/or advance programs focused on:
  - Early brain development,
  - Cradle to career education,
  - A redesign of the school year as needed for optimal learning,
  - A means to assess mastery of basic skills and school readiness,
  - The availability and use of a social growth chart,
  - An electronic application for accessing educational information (kiosks/depots),
  - A similar application for pediatric information (kiosks/depots).
- People in need of these resources find them available with great ease.

**4. Responsibility: Every person recognizes their shared role and responsibility to contribute to the economic self-sufficiency of the whole community.**

- Each person is respected and valued.
- Every person sees the value of cooperation and collaborative efforts in our community
- Residents embrace volunteerism to contribute to the good of the community.
- Volunteers experience their efforts as a means of self-fulfillment and personal satisfaction.
- Citizens share the common values that build community and create a shared experience.
- Emerging leaders and retirees are attracted to volunteer.
- Persons with appropriate skills will come forward to meet literacy, life and health and education needs (such as parental education and role modeling relative to child development).

# ABOUT THE CONFERENCE

THIS COMMUNITY CONFERENCE WAS DIRECTED BY THE BAY AREA COMMUNITY COUNCIL



HOSTED BY  
BROWN COUNTY UNITED WAY  
GREATER GREEN BAY COMMUNITY FOUNDATION AND  
GREEN BAY AREA CHAMBER OF COMMERCE

FACILITATED BY STRATEGIC MANAGEMENT ASSOCIATES™  
MICHAEL D. TROYER AND DAVID STAUFFACHER  
926 Willard Drive, Suite 234, Green Bay, WI 54304  
920-496-1174 troyerm@uwgb.edu smatroyer.com

## **CONFERENCE SPONSORS:**

Greg and Diane Conway fund of the Greater Green Bay Community Foundation  
Robert C. and Carmen Gallagher fund of the Greater Green Bay Community Foundation  
Greater Green Bay Community Foundation  
Phil & Betsy Hendrickson  
Jack and Ingrid Meng  
Schneider National Inc.  
Kathy Sampson-Schultz  
David and Susan Pamperin

## **IN-KIND FRIENDS:**

Arketype Inc.  
Green Bay Area Chamber of Commerce  
The MarketingSavant Group  
Northeast Wisconsin Technical College

## **OUR THANKS TO:**

Peggy Eserkahn, Educational Improvisation  
Stephanie Foley  
Joe Heller, Green Bay Press-Gazette  
Mary Jane Herber  
Norbert Hill  
Rolf Johnson, Neville Public Museum  
Carol Jones

Dr. Lora Warner, UW-Green Bay  
Dr. David Wegge, St. Norbert College  
Lori Stuckert  
Lori Kaye Lodes  
Dana VanDen Heuvel  
Vikki Baumler  
Marilyn Heim

**BAY AREA COMMUNITY COUNCIL BOARD:**

Judith V. Crain, President  
 David Pamperin President-Elect  
 Dennis Rader, Past President  
 Nan Nelson, Secretary/Treasurer  
 Gregg Hetue (ex officio)  
 Laurie Radke (ex officio)  
 Devon Christianson  
 Rev. Paul Demuth  
 Sandra Duckett  
 Pat Finder-Stone  
 Prof. Regan A. R. Gurung  
 Phil Hauck  
 Tom Hinz  
 Robert Johnson  
 Stan Kocos  
 Rev. George Kremplin  
 Randall W. Lawton  
 Prof. David Littig  
 Prof. Michael Lukens  
 Judy Nagel  
 Andy Rosendahl  
 Kathleen Schultz  
 Tom Schumacher  
 Rose Smits  
 Robert Woessner  
 Vincent L. Zehren

**DISCUSSION GROUP FACILITATORS:**

Michelle Danforth  
 Sandy Duckett  
 Jim Golembeski  
 Adam Hardy  
 Phil Hauck  
 Terry Hetzel  
 Molly Hillmann  
 Sarah Inman  
 Rolf Johnson  
 Carol Jones  
 Judy Knudsen  
 Bill Mathias  
 Don McCartney  
 Larry McGregor  
 David Radosevich  
 Dierdre Radosevich  
 Lynn Vandenlangenberg  
 Michael Wentworth  
 Lisa Younk  
 Alex Zacarias

**AGENDA**

## FRIDAY AFTERNOON OF THE CONFERENCE

On Friday, invitees were provided the background to enable them to be active and knowledgeable participants in the discussions and community problem solving that was the focus of the Saturday session. Friday was an opportunity to meet other leaders and thinkers. The intent and purpose of the *20/20 Conference* was explained and participants learned about the problem solving process designed for the Conference. The results of the LIFE Study were explored, as it was at the core of Saturday's discussions. At the end of the afternoon, attendees participated in an exercise with their discussion groups as a preparation for Saturday and to propel creative thinking.

## SATURDAY OF THE CONFERENCE

## Small group – Round I

Structured discussion was guided by a facilitator, drawing upon the LIFE Study and other sources of knowledge about one of the five community topics. Participants were randomly assigned to one of the five topics. This initial morning discussion explored the specific topic designated for that table, including examining the barriers and constraints that may stand in the way of achieving change and the development of fresh, creative initiatives to resolve the issues and pursue opportunities.

## Plenary #1

Presentations were made by five facilitators, each representing a respective topic area (four tables focused on each topic). They shared the initial outcomes and initiatives under discussion among the tables within each topic area.

### Small group – Round II

Small group tables continued the discussion of their topic and identified other topics with which there was an interrelationship. Discussion tables sent emissaries to one or more of the tables that were discussing other topics, where they believed there was a strategic relationship to their own discussion. The small groups explored these interrelationships, shared ideas and collaborated on visions. Individual participants, if they chose, moved to a table representing a different topic in order to participate in that discussion.

### Combined Small Groups – Round III

The four tables assigned to each specific topic joined together to continue their discussions about that topic, including their draft outcomes and initiatives. They also focused on the process of combining, consolidating, enlarging, or reducing their respective outcomes and initiatives, as a combined group.

### Plenary #2

Outcomes and initiatives were posted on the conference room walls, by topic area, with notations of interrelationships with other outcomes. Attendees took a straw vote on the priority of the outcomes. The purpose of the straw vote was to provide the community with *a sense of priority for achieving the outcomes*, as seen by conference attendees.

The work of the 20/20 Conference wrapped up with presentations on creative thinking and visioning by Peggy Eserkaln, a look at images by cartoonist Joe Heller of people working during the conference, and a review of the continuous comments made by participants throughout the conference on their mobile communication devices and shared by projection on the conference wall—"The Twitter Wall."

## **BREAKOUT DISCUSSION ISSUES**

Participants in the *20/20 Conference* were organized into 20 discussion tables, four tables in each of five topic areas chosen before the conference. These discussion topics rose out of the results of the 2011 LIFE Study conducted in several counties of Northeast Wisconsin. They were formulated by the Bay Area Community Council board using a detailed process of data collection, voting, selection and drafting. The discussion topics, as presented to conference participants, with keys to findings in the LIFE Study and other current publications, are shown below.

An important finding of the LIFE Study, and consequently an important subject of the *20/20 Conference*, was the identification of crosscutting issues—themes, problems and solutions that are deeply interrelated across several areas of study. Discussion groups on each topic traded emissaries and ideas to explore these relationships. As a result, the visions coming out of the conference contain apparent redundancies across topic areas which are intended to point out these relationships. For more information on the LIFE Study see [www.lifestudy.info](http://www.lifestudy.info).

Page keys:

Black=LIFE Study Executive Summary

Red = Full LIFE Study

Blue = Links, Harvard article

### **How can we overcome the political, cultural, social and economic divisions that are preventing us from working together to build our community?**

The LIFE Study says we have...

- declining faith in elected leaders and government processes (pg. 10, pg 27)
- less trust that most people mean well and will do the right thing (pg 10, pg 28)
- more doubt about the positive impact of diversity in our community (pg 10, pg 25-26)
- greater polarization among political, economic and age groups (pg 10, pg 27)
- good participation in elections (pg 10)

**How can we provide the richest possible educational experience giving learners the knowledge, skills and values they will need to achieve personal prosperity and contribute to the community throughout their lives?**

The LIFE Study says we have...

- misalignment between student preparation and the work and social skills required by employers, especially for those not attending college who need paths to technical careers (pg 18, pg 94, *Pathways to Prosperity, Harvard Publication google article; NE WI Arts Council: [http://www.newartscouncil.org/about\\_us/aboutus.htm](http://www.newartscouncil.org/about_us/aboutus.htm); Arts Wisconsin: <http://artswisconsin.org/research/information.cfm>)*
- wide variation in the rate of youth participation in school music and art programs (pg 9, pg 19-21)
- an effective large-scale local effort to prepare kids for school (Community Partnership for Children) that is at a funding turning-point (pg 12, pg 36; *Brown County Community Partnership for Children: <http://www.browncountyynitedway.org/impact/cpc.html>*)
- increasing pressure on school funding (pg 13)
- youth showing risky behaviors including alcohol, tobacco and drug use resulting in (among other things) high rates of teen pregnancy (pg 8, 16, pg 40, 47, 75-80)
- significantly lower achievement test performance and graduation rates among low income students and a growing number of homeless/unaccompanied young people (pg 13, pg 51-52)
- the support of most community leaders for strengthening education and making it a high priority combined with widespread perception that local education systems are of high quality (pg 8, 13, pg 53-55)

**How can we prevent chronic disease and disability to increase vitality, productivity, prosperity and sheer enjoyment of life here in our community?**

The LIFE Study says we have...

- high and increasing rates of psychiatric hospitalization due to mental illness and addictions (pg 11, 16-17, pg 37)
- fewer mothers getting prenatal care in their first trimester (pg 8, 11-12, pg 36, 46)
- fewer fully-immunized two-year-olds (pg 11; *Obesity in U.S.: "F is for Americans Getting Fatter", <http://healthyamericans.org/report/88/>*)
- smoking, binge-drinking and obesity rates higher than state and national averages (pg 11, 16, pg 38)
- high rates of insurance coverage (pg 11, pg 34)
- many community health efforts underway including the Community Health Action Plan, new trails and outdoor recreation facilities, *Life of An Athlete* and *Live 54218*, farmer's markets and New Leaf Grocery Cooperative (pg 11, 14, pg 33)

**How can we create more high-wage family-sustaining jobs and prepare, attract and retain the young professionals needed to fill them?**

The LIFE Study says we have...

- a mismatch between current workforce skills and the requirements of our emerging economy (technical and social skills, teamwork and problem solving) (pg 18, pg 94, 96; *Pathways to Prosperity, Harvard Publication google article*)
- generally good infrastructure but growing challenges in mass transit, intermodal shipping, air pollution control and protection of surface waters (pg 14, 17, pg 61-65, 97; *EPA information about lower Fox River Basin & Green Bay: <http://www.epa.gov/greatlakes/aoc/greenbay.html>; WI Dept of Natural Resources, Wisconsin Water Quality Report: [http://dnr.wi.gov/org/water/condition/2020\\_ir/](http://dnr.wi.gov/org/water/condition/2020_ir/)*)
- polarization among political leaders which is adversely affecting economic development (pg 10, 18)
- a favorable cost of living and household income above national averages (pg 18, pg 91)

- a diversified local economy with a strong manufacturing sector featuring growth in high-skill manufacturing jobs, plus rapidly emerging recreation/leisure and arts/culture sectors (*pg 9, 14-15, 18, pg 69-72, 92-94*)

**How can we help local families to be economically self sufficient and prepare to meet the growing needs of older and disabled residents?**

The LIFE Study says we have...

- more residents receiving public assistance and using shelters, pantries and meal programs (*pg 8, 11, 17-18, pg 83-87*)
- an increasing proportion of households spending more than 30% of income on housing (*pg 17-18, pg 83-87*)
- limited access to mental health and addiction treatment for low income residents and lack of life skills (especially financial literacy) cited by experts as significant barriers to self sufficiency (*pg 11, pg 34, 37*)
- increasing births to “at-risk” families, growing rates of child abuse and neglect and comparatively high cost of child care (*pg 12, 16, pg 43, 75-80*)
- an aging population concerned about housing, transportation, isolation and long term care (*pg 12, 16, pg 44-45, 57*)
- strong collaboration among service providers (*pg 12*)
- lower poverty rates than state and national, but growing feelings of income insecurity (*pg 3, 8, 10, 12, 17, pg 86*)

**CONFERENCE PARTICIPANTS**

The hundreds of community residents invited to attend the conference were selected by Bay Area Community Council through a months-long process meant to be as representative and inclusive as possible. Elected leaders, business CEOs, and the heads of non-profit and educational organizations were all, of course, included. But BACC also reached out to informal leaders of neighborhoods, ethnic and faith communities, and young adults who promise to be the community leaders of tomorrow. Nearly 250 participated in the day and a half conference. A registration list follows.

<b>Registered</b>		
<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>
Leah	Abrahams	Cnesses Israel Congregation
Jeanne	Agneessens	Green Bay Area Chamber of Commerce
Joanne	Angeli	Scholarships, Inc.
Peter	Angilello	Danz Elementary Library
Sunny	Archambault	Aging & Disability Resource Center of Brown County
Dr. Alem	Asres	Northeast Wisconsin Technical College
Robert	Atwell	Nicolet National Bank
Michael	Aubinger	Village of Ashwaubenon
Jules	Bader	
Lindsay	Barber	Greater Green Bay Community Fdn.
Kathryn	Barry	Options for Independent Living
Derek	Beiderwieden	City of De Pere
John	Benberg	Boys and Girls Club of Green Bay
Rick	Beverstein	Aon Risk Services Inc. of Wisconsin
Jane	Blameuser	Beacon House Inc.
Jim	Blumreich	Northeast Wisconsin Technical College
Dr. Connie	Boerst	Bellin College
Kevin	Brennan	Brown County DHS
John	Breuninger	Oneida Tribe of Indians of Wisconsin
Sr. Sally Ann	Brickner	Sisters of St. Francis of the Holy Cross
Sarah	Broehm	Green Bay Area Public School District
Joanie	Buckley	Oneida Tribe of Indians
Robert	Burns	Davis & Kuelthau, S.C.
Mark	Burwell	Urban Hope Entrepreneur Center
Carl	Castelic	Bank of Luxemburg
Devon	Christianson	Aging & Disability Resource Center of Brown County
Thom	Cody	Pathmakers, Inc.
Diane	Conway	
Georgina	Cornu	Danz Elementary School
Judy	Crain	UW Board of Regents
Christine	Danielson	Volunteer Center of Brown Co.
Robyn	Davis	Freedom House Ministries, Inc.
Harold "Jack"	Day	
Carol	Dean*	Northeast Wisconsin Technical College
Michael	DeGrand	Harbor Credit Union
Fr. Ken	DeGroot	St. Joseph Priory
Edward	Delgado	Oneida Tribe of Indians of Wisconsin
Rev. Paul	Demuth	St. Elizabeth Ann Seton Parish
Joe	Denk	WFRV-TV
Kati	Donaho	Johnson Bank
Mary	Dorn	City of De Pere-Health Dept.
Linda	Doro	Circles of Support
Sandra	Duckett*	

<b>Registered</b>		
<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>
Ann	Duginske	New North, Inc.
Michael	Duschene	ASPIRO
John	Dye	Green Bay Press-Gazette
Karen	Early	UW Extension
Rebecca	Edler	Bank of Luxemburg
Peggy	Eserkain	Educational Improvisation
Karen	Faulkner	Golden House
Patricia	Finder-Stone	League of Women Voters
Stephanie	Foley	Brown County United Way
Diane	Ford	Integrays Energy Group
Alex	Galt	Karvana
Emily	Garcia	The Richard Mauthe Center
Susan	Garot	Green Bay Botanical Garden
Gail	Garrity Reed	
Greg	Gauthier	Foxwood Associates
Erik	Goerke	Alliance Management, LLC
Jim	Golembeski*	Bay Area Workforce Development
Heather	Goodwin	Rummele's Jewelers, Inc.
Shanna	Graykowski	U.S. Bank National Association
Kate	Green	Weidner Center
Robyn	Hallet	Green Bay Housing Authority
Noel	Halvorsen	NeighborWorks Green Bay
Thomas	Harden	University of Wisconsin-Green Bay
Adam	Hardy*	Brown County United Way
Victoria	Harris	UW Sea Grant Institute
Bud	Harris	University of Wisconsin-Green Bay
Mary	Harrison	Children's Promise
Steve	Harty	YMCA, Greater Green Bay
Kathryn	Hasselblad-Pascale	Hasselblad Machine Co., LLP
Philip	Hauck*	TEC - The Executive Committee
Karl	Hehl	Integrays Energy Group, Inc.
Joe	Heller	Green Bay Press-Gazette
Kurt	Hess	Northeast Wisconsin Technical College
Gregg	Hetue	Brown County United Way
Terry	Hetzel*	Oneida Tribe of Indians of Wisconsin
Nancy	Heykes	Goodwill NCW
Norbert	Hill	Oneida Tribe of Indians of Wisconsin
Jennifer	Hill-Kelley	Oneida Tribe of Indians of Wisconsin
Molly	Hillmann*	Brown County Government
Kathy	Hinkfuss	YWCA Green Bay - De Pere
Tom	Hinz	
Patty	Hoelt	Oneida Tribe of Indians of Wisconsin
Denis	Hogan	Associated Bank Green Bay
Brad	Hornick	Coldwell Banker The Real Estate Group, Inc.

<b>Registered</b>		
<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>
Sarah	Inman*	Brown County United Way
Paul	Jacob	AIDS Resource Ctr Of Wisconsin (ARCW)
Jeff	Johnson	Greater Green Bay Habitat for Humanity, Inc.
Robert	Johnson	American Foundation of Counseling Services
Brian	Johnson	Current-Young Professionals
Rolf	Johnson*	Neville Public Museum Foundation
Carol	Jones*	
Mark	Kaiser	Lindquist Machine Corporation
Fr. David	Kasperek	St. Edward & Isidore Catholic Church
Mike	Kawleski	Georgia-Pacific
Mary	Kelly	St. John the Evangelist Homeless Shelter
Paul	Kendle	Wells Fargo Bank
George	Kerwin	Bellin Health
Pete	Knox	Bellin Health
Judy	Knudsen*	Brown County UW-Extension
Stan	Kocos	Green Bay Area Public School District
Dianne	Koeppler	Navigator Planning Group
Elizabeth	Kostichka	Independent Insurance Agent
Michael	Kraft	University of Wisconsin-Green Bay
George	Krempin	
Dennis	Krueger	Howard Suamico School District
Thomas	Kunkel	St. Norbert College
Bill	LaBine	Jackie Nitschke Center, Inc.
Dennis	Langenberg	Schenck, S.C.
Dr. Michelle	Langenfeld	Green Bay Area Public School District
Ginny	Laukka	Ashwaubenon School Board
Randall	Lawton	The C. A. Lawton Co.
Lou	LeCalsey	Boston Consulting LLC
Abby	Ledvina	The Richard Mauthe Center
Tony	Lee	N.E.W. Community Clinic
Karmen	Lemke	Wisconsin Public Service, Corp.
Rebecca	Lesperance	The Salvation Army
Diane	Liebmann	Liebmann, Conway, Olejniczak & Jerry, S.C.
Herbert	Liebmann, III	Liebmann, Conway, Olejniczak & Jerry, S.C.
Jim	Liethen	
Dan	Linssen	
Paul	Linzmeyer	ISO International LLC
Bobbie	Lison	Catholic Charities
Eileen	Littig	NEWIST CESA 7
David	Littig	University of Wisconsin-Green Bay
Toni	Loch	Howe Neighborhood Family Resource Center
Lori Kaye	Lodes	Green Bay Area Chamber of Commerce
Gary	Lofquist	MCL Industries, Inc.
Sr. Melanie	Maczka	Casa ALBA Melanie

<b>Registered</b>		
<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>
Katie	Maloney	Green Bay Area Public School District
Chris	Marcks	
Jean	Marsch	Green Bay School Board
Bill	Mathias*	American Foundation of Counseling Services
Don	McCartney*	University of Wisconsin-Green Bay
Barbara	McClure-Lukens	JOSHUA
Joyce	McCollum	League of Women Voters of Greater Green Bay
Larry	McGregor*	University of Wisconsin-Green Bay
Gail	McNutt	Girl Scouts of America
Mike	Meeuwsen	
Kate	Meeuwsen	
Jeff	Mirkes	Downtown Green Bay Incorporated
Betsy	Mitchell	Green Bay Packers, Inc.
Fred	Monique	Green Bay Area Chamber of Commerce
Marchelle	Moten	Green Bay Public Schools
Jerry	Murphy	New North, Inc.
Judy	Nagel	Wells Fargo Advisors
Jennifer	Naze	Rasmussen College
Jennifer	Nelson	Literacy Green Bay
Nan	Nelson	Green Bay Area Chamber of Commerce
Michael	Nichols	Syble Hopp School
Abdulkadir	Nur	Franklin Middle School
Zeynab	Omar	Holistic Massage Clinic & Spa
Aaron	Oppenheimer	Village of Bellevue
David	Pamperin	Greater Green Bay Community Fdn, Inc.
Keith	Pamperin	Brown County Housing
Therese	Pandl	Eastern Wisconsin Division HSHS
Ingrid	Parker-Hill	Girl Scouts of Northwestern Great Lakes, Inc.
Jonie	Paye	WBAY-TV
Patty	Payette	
Lori	Peacock	Green Bay Area Public School District
Suzy	Pfeifer	Encompass Early Education Care, Inc.
David	Pietenpol	Ecumenical Partnership for Housing
Aaron	Popkey	Green Bay Packers
Sue	Premo	Volunteer Center of Brown Co.
Rev. Brian	Prunty	St. Joseph Priory
Cathy	Putman	JOSHUA
Dennis	Rader	
La Von	Rader	Wellspring
Laurie	Radke	Green Bay Area Chamber of Commerce
Deirdre	Radosevich*	University of Wisconsin-Green Bay
David	Radosevich*	University of Wisconsin-Green Bay
H. Jeffrey	Rafn	Northeast Wisconsin Technical College
Mike	Reed	Bay Beach Wildlife Sanctuary

<b>Registered</b>		
<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>
Kim	Reese	Festival Foods
Colleen	Remley	
Cheryl	Renier-Wigg	City of Green Bay
Matt	Rentmeester	Bellin College of Nursing
Kathleen	Riley	
James	Rivett	Arketype Inc.
Daniel	Roarty	Dimension IV
Janis	Robertson	Clarity Care
Laura	Robinson	Howe Family Resource Center
Dan	Robinson	De Pere City Council
Andy	Rosendahl	City of Green Bay
Rachel	Rosenfeldt	Associated Bank Green Bay
Ellen	Rosewall	UWGB
Diane	Roundy	Schenck SC
Donald	Salmon	The Winston Group
Veronica	Sanchez	Casa Alba
Kim	Schanock	West High School
Amanda	Schmidt	Ramada Plaza Hotel
Jim	Schmitt	City of Green Bay
Tom	Schumacher	Services Plus
Helen	Schwartz	Migration Advocacy Network
Timothy	Sedabres	Associated Banc-Corp
Christine	Seidl	Beacon House, Inc.
Jane	Shatswell	Wellspring Center
Ibrahim	Sheikh	Somali Community
Capt. Ken	Shiels	The Salvation Army
John	Shier	
John	Siemering	Northeast Wisconsin Technical College
Tom	Sigmund	Green Bay Metropolitan Sewerage District
Tara	Simonson	UnitedHealthcare
Rose	Smits	
Karen	Smits	Northeast Wisconsin Technical College-College Advancement
Laura	Smythe	Mediation Center of Greater Green Bay, Inc
Jim	Soletski	JOSHUA
Amy	St. Laurent	Bellin Health
David	Stauffacher*	Strategic Management Associates
Mary	Steffen	
John	Stoll	University of Wisconsin-Green Bay
Troy	Streckenbach	Brown County Executive
Lori	Stuckert	Green Bay Area Chamber of Commerce
Caroline	Sullivan	Bridge Between Retreat Center, Inc. , The
Allison	Swanson	Village of Ashwaubenon
Deanna	Tappy	Harmony Café
Staryoung	Thao	United Hmong Asian American Community Center

<b>Registered</b>		
<b>First Name</b>	<b>Last Name</b>	<b>Organization</b>
WaYia	Thao	United Hmong Asian American Community Center
Mary Jo	Tilot	Northeast Wisconsin Technical College
Brad	Toll	Greater Green Bay Convention and Visitors Bureau
Terri	Trantow	US Bank
Michael	Troyer*	Strategic Management Associates
Julie	Van Straten	UnitedHealthcare
Kay	VanBoxel	Healthy LifeStyles
Dana	VanDen Heuvel	The MarketingSavant Group
Lynn	Vandenlangenberg*	Brown County Government
Tony	Vanderbloemen	Greater Green Bay Area Labor Council
Randy	VanStraten	Bellin Health
Julie	VanStraten	Women's Fund of Greater Green Bay
Sue	Vincent	Encompass Early Education and Care, Inc.
Anneliese	Waggoner	League of Women Voters
Chris	Wagner	Green Bay Public Schools
Elaine	Wagner	
Ginese	Walker	Schneider National, Inc.
Julia	Wallace	University of Wisconsin-Green Bay
Dr. Lora	Warner	University of Wisconsin-Green Bay
Dr. David	Wegge*	St. Norbert College
Bob	Wenger	UWGB
Michael	Wentworth*	TMR Associates TMR Associates TMR Associates
Kyle	Werych	Connecting Cultures, Inc.
Tim	Weyenberg	Foth
Sue	Whittemore	League of Women Voters
David	Yeghiaian	Pathmakers Inc.
Lisa	Younk*	Good Shepherd Services
Alex	Zacarias*	3N Productions LLC
Vincent	Zehren	
Maria Ann	Zehren	The Winston Group
Bill	Ziemendorf	Independent Printing Co.
Monica	Zindler	Marion House / Christian Group Home, Inc.