



LONG-TERM VISION
FOR THE CITY OF FRANKLIN

City of Franklin, Wisconsin



City of Franklin

October, 2004



October 21, 2004

Mr. Gary Petre, Director of Administration
City of Franklin
9229 W. Loomis Rd.
Franklin, WI 53132

Re: Long-Term Vision for the City of Franklin

Dear Mr. Petre:

It is my pleasure to provide you with draft Vision Statement for the City of Franklin.

This document should serve as the foundation for additional work to be conducted by the City's elected leaders and senior staff. The vision statement and associated action steps will be brought to life only through the deliberate daily efforts of the community's leaders. The vision statement represents the beginning – and not the end – of a commitment to total quality improvement.

The Vision Statement and corresponding action steps were developed based on a two-stage process. The first stage consisted of a series of personal interviews with the Mayor, City Council members, and the Director of Administration. These interviews yielded deep insight into the issues, concerns, beliefs and values held by these leaders. The second stage included a half-day workshop where City Council members and senior City staff participated in a number of activities to further articulate and refine the general values held by the community. The consultant drafted the attached materials based on these activities.

It has been my pleasure to assist the City in its efforts to articulate a common direction for the future. If you have questions or desire additional information, please feel free to call me at (608) 242-7779 (or via e-mail at DBoyd@msa-ps.com).

Sincerely yours,

MSA Professional Services, Inc.

A handwritten signature in black ink, appearing to read "D. S. Boyd". The signature is stylized and fluid, written over a horizontal line.

David S. Boyd, AICP
Senior Planner/Project Manager

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Franklin Visioning Process Participants

- Mayor Frederick F. Klimetz
- Alderman Steve Olson – District 1
- Alderman Tim Solomon – District 2
- Alderman Mike Gardner – District 3
- Alderman Pete Kosovich – District 4
- Alderman Lyle Sohns – District 5
- Alderman Jim Bergmann – District 6
- Jack Bennett, City Engineer
- Gaylord Hahn, Acting Police Chief
- Jim Martins, Fire Chief
- Calvin Patterson, Director of Finance & Treasurer
- Gary Petre, Director of Administration
- Barb Roark, Library Director
- Bill Wucherer, Director of Health & Human Services

Special thanks to Lisa Huening for her persistence and assistance and for finding creative ways to coordinate the schedules of these busy community leaders so that they could participate in this process.

David S. Boyd, AICP, Senior Planner with MSA Professional Services, Inc. (Madison, Wisconsin) provided facilitation services and served as the lead staff for this project.

BACKGROUND INFORMATION

In March 2004 the City of Franklin issued a request for proposals for consultant services “for an Organizational Facilitator to conduct and facilitate a series of meetings in order to establish a long-term vision plan for the City.” The purpose of this vision plan is to guide decision-making and the day-to-day operations of the City by providing a singular sense of momentum and direction. The original RFP was modified and re-released in April 2004 to include the following scope of services:



1. Work with the members of the Common Council in establishing the vision for the City.
2. Conduct meetings with individual Common Council members to obtain input on the vision, wants, and needs for Franklin’s future.
3. Organizational Facilitator will organize and conduct Common Council visioning meetings, schedule and prepare meeting agendas, and notify Common Council members.
4. The Organizational Facilitator will work closely with the Common Council of the City and selected staff throughout the term of the contract. The Organizational Facilitator will be required to make regular progress reports to the Common Council once per month at the regularly scheduled meetings.
5. At the end of the project, the Organizational Facilitator shall draft a vision statement and an action plan to achieve the vision established for final Common Council approval.

MSA Professional Services, Inc. of Madison, Wisconsin proposed a four-stage process to accomplish this project. The scope of services included the following:

1. Personal Interviews
The consultant will complete eight interviews (the Mayor, seven Council Members, and the Director of Administration). Each interview will last approximately 60-90 minutes. The consultant will prepare a management memo identifying major themes that emerge from the interview process.
2. Workshop
The consultant will plan and facilitate a visioning workshop. Participants will include the eight interviewees (and may include senior Staff, if desired). Provisions for appropriate public attendance and/or participation will be made. The workshop will last approximately six hours. The City will be responsible for providing an appropriate venue, all necessary notices, and any food/beverage service.
3. Vision Document
Based on the interviews and the results of the workshop, the consultant will prepare the draft Vision Document. The Vision Document will include an appropriate action plan identifying key activities necessary to implement the vision plan. The Vision Document will provide a “blueprint” for future City activities in a variety of areas that may include planning, economic development, community services and livability, public safety and more.

4. Reports to Council

The consultant will present the draft Vision Document to the City Council. Comments will be collected and appropriately addressed by the consultant in the final draft.

The interviews were conducted on July 12th and 21st at Franklin City Hall. A management memo was completed and transmitted on August 31, 2004.

The Workshop was held on September 8, 2004 at the Polish Center of Wisconsin. The six City Council Members and seven senior members of the City staff participated in this event.

This document represents the culmination of these events and is offered in fulfillment of task 3 and 4 (above).

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VISION STATEMENT

The City of Franklin's vision is to enhance the quality of life for present and future generations by providing economic growth through the highest quality of residential, recreational, and business development in Southeastern Wisconsin.



MISSION STATEMENT

The City of Franklin's mission is to be a well-planned model community providing for a high quality of life for residents of all ages. The future of Franklin is founded on quality development that includes smaller and mixed-use commercial centers and corridors, that provides for new office parks that attract knowledge-workers and information industries to the community, while continuing to develop and maintain quality residential areas that provide a wide range of housing opportunities to support the needs of working professionals, seniors, and families. The residents of Franklin will have access to parks, open space, and a wide range of recreational programs and facilities that help to promote an active and healthy lifestyle. Franklin will be a community where modern conveniences, friendly people, and a small town atmosphere combine with low crime, a clean environment, and quality educational opportunities to make Franklin the primary destination to live and learn, work and play, and to do business.



ACTION PLANNING

In order to achieve the City's long-term vision for the future, there is a need to identify strategic objectives and to outline the specific actions necessary to accomplish implementation. A detailed strategic plan will include the list of specific actions, identify a party responsible for implementing each task, establish a time-frame for completion, and recognize the resources (both in fiscal and human terms) necessary to accomplish the task. Such detailed planning is best accomplished at the level of the organization/department responsible for delivery of the service. It is recommended that each service-delivery unit (or department) be asked to develop strategic plans that address at least a two-year horizon.



The purpose of the section that follows is to provide the first level of strategic thinking and action planning that can provide the foundation for a more formal strategic planning process. Activities are presented under general headings that may cross the traditional boundaries (e.g., departments, council versus staff, etc.) within City government. In all cases, the actions that follow are intended only to provide the first step and additional work will be necessary to fully detail and implement the action plan.

I. Planning, Community and Economic Development

Achieving much of the City's vision depends on the work of the community's professional and lay planners (i.e., Planning Commissioners). As such, action plan elements under this heading include a number of organizational and project based tasks.

- Appropriately organize the Planning, Community and Economic Development Department(s).
- Acquire the services of a senior level Director who has specific experience in creating effective planning and economic development programs.
- Complete the City's Comprehensive ("Smart Growth") Master Plan by 1/2006
- Utilize the Master Plan to establish a system of corridor and subarea studies that will catalyze specific and desired (re-) development activities.
- Clarify the roles of the City's various Boards and Commissions in the planning process so as to reduce conflict and to send clearer signals to the development community.
- Streamline the development review process by creating a time-constrained review process that includes all pertinent City departments and local development agencies (e.g., utility companies).
- Provide planning department with the authority to enforce development review schedules.
- Develop and/or enhance existing development application materials and the application process to assure that the development community receives clear direction regarding standards of development and understands the development cycle.
- Establish an economic development program that can effectively

react to requests for information from potential developers and proactively works to recruit desired industries, employers, and businesses to the community.

- Utilize the Franklin First report in the design and implementation of zoning and development plans.
- Create a “One Stop Shop” for Development Services (so that customers only need to find one office in City Hall).
- Consider establishing a Business Development Ombudsman program to provide personalized assistance to potential developers in navigating the development review process.
- Develop a phased plan for the extension of sewer and water services that can be used to prioritize City investments and to leverage the actions and investments of MMSD and surrounding communities.
- Consider establishing an “urban design code” that provides clear guidance regarding the development standards and materials to be used in creating future development projects.
- Establish a program to identify and preserve unique natural areas.



II. Parks, Recreation and Leisure Programming and Facilities

Maintaining green spaces and providing public access to active and passive recreational opportunities are primary activities in accomplishing the City’s long-term vision. These facilities and services are essential to creating a community that promotes healthy and active lifestyles, supports family activities, and maintains the desired rural atmosphere. While these items can pose financial burdens on the community, their further development is non-negotiable if the community desires to accomplish its stated vision.

- Implement a Comprehensive Park Plan starting in 2005 Budget.
- Provide appropriate Parks & Recreation staff to develop and oversee planning and implementation of facilities and programs.
- Explore potential funding mechanisms for the development and maintenance of parks & recreation facilities and programs. This effort may include collaboration with adjacent local governments (including school districts), establishing special recreation districts, partnership and development programs involving the private sector, or the use of special taxes or impact fees.
- Establish a program to identify and preserve unique natural areas.
- Incorporate neighborhood park planning requirements into the development review process.
- Complete the Oak Leaf Trail.
- Plan for a Citywide trail system that provides bicycle and pedestrian access to primary destinations and trip-generators.
- Negotiate with Milwaukee County over the management and use of the County Sports Complex.
- Initiate formal studies of a community education/recreation activity center.
- Initiate formal studies of a community pool/water park.
- Review current recreational programming activities delivered by the School District. Seek to renew service delivery partnership

and to develop new partnerships that keep the “customer” at the focus.

- Review (or conduct) a leisure services survey to determine the needs and desires of citizens/residents for recreation programs and facilities (may be done in coordination with Master Plan or Parks Planning activities).
- Establish a Community Celebrations function within the Parks & Recreation program to help plan and implement a variety of community-based events (e.g., concerts, fairs, festivals, parades, etc.).
- Support efforts to develop a Community Arts and Performance Center.



III. Community Relations

Dedicating an appropriate level of resources to community relations is an instrumental strategy for helping to overcome the City’s “identity crisis” while helping to improve two-way communication between the “customers” and City officials.

- Establish a Community Relations position in City Hall. This person will be responsible for creating and implementing a comprehensive communications plan for the City.
- Create and implement a comprehensive communications plan that addresses all public information avenues (e.g., use of the web site, newsletter, local cable access, media relations, a speaker’s bureau, district-level meetings, etc.).
- Establish a process for enhancing the community’s branding and identity. Consider use of logos, way-finding, community events, etc. Coordinate with all other departments as necessary.
- Establish a formal program that supports Council Members in holding district/neighborhood meetings on a regular basis.
- Work to utilize the upcoming 50th Anniversary of Franklin as a high-profile community event. Consider ways to incorporate schools, civic organizations, and City officials in events and activities (e.g., concerts, contests, community discussions, etc.) that help people to understand (and relate to) the history and spirit of the City of Franklin.
- Provide staff support to organize a local “council of governments” meeting that provides an informal networking opportunity for local leaders (from Franklin, the surrounding areas, and school districts). Schedule regular meetings (hosting of these might rotate among participants).

IV. Intergovernmental Relations

The future of Franklin is linked together with the future of its neighbors – “all boats rise and fall together”. The ability of the City, its leaders and senior staff, to find effective ways to collaborate and work in partnership with surrounding communities, school districts, and other agencies (e.g., MMSD, WISDOT, Milwaukee County) is critical to the long-term success of the City. A significant element of this effort involves establishing clear conduits of communication and

trust between the players. The City should consider ways that it can fill the leadership vacuum by serving as the catalyst and convener for discussions about shared concerns.

- Provide staff support to organize a local “council of governments” meeting that provides an informal networking opportunity for local leaders (from Franklin, the surrounding areas, and school districts). Schedule regular meetings (hosting of these might rotate among participants).
- Work to establish a working relationship with MMSD to accomplish the Ryan Creek Interceptor and phased implementation of the extension of sewer services to outlying areas.
- Work with adjacent communities to provide looped water systems that allow expansion into currently un-served areas in a planned manner.
- Establish a joint planning process that involves all three school districts in discussions about community development.
- Identify opportunities and provide policy leadership in an effort to rationalize the long-term boundaries of the school districts.
- Establish a mechanism for the discussion of joint service delivery options with adjacent communities.
- Involve adjacent communities and involved agencies (e.g., utilities) in an areawide development review process as a means of enhancing communication, building trust, and streamlining approvals.



V. Administration

The city of Franklin is currently and will continue to experience “growing pains” on many different levels. There are a wide variety of activities, ranging from how the budget process currently functions to the very form of city government utilized, that merit further exploration in the years ahead. Some items will require an immediate response while others may be better suited to a long-range response.

- Have City Departments complete two-year (minimum) strategic service delivery plans. These plans should address anticipated personnel needs, operations and capital program needs, as well as measurable objectives.
- Institute a multi-year budgeting process.
- Re-format tax bills to reflect taxes due to each entity that appears on the bill.
- Create a multi-year (e.g., five-year) capital improvements program. Explore funding options to implement the program.
- Explore implementation of an e-government program utilizing the City’s web site.
- Review the City’s current administrative structure, including staffing, boards and commissions. Also explore the future merits of having a full-time Mayor, a full-time City Administrator, or even a City Manager form of government. Consider use of a community-based “blue ribbon commission” to make recommendations for any reorganization.

- Develop a human resources program to help instill a “customer service” orientation among City staff.
- Review the composition of City staff, boards and commissions and establish community-appropriate mechanisms to ensure an appropriate level of diversity.
- Review City policies and programs relative to employee benefits and leave that could be used to foster a more productive work force and to help manage health care and disability costs (e.g., reducing sick leave, promoting healthy lifestyles, etc).
- Explore the possible implementation of wireless computer technology to link city departments (external to city hall).
- Evaluate whether there is interest in developing Franklin (or parts thereof) as a “wireless” community (an economic development strategy).
- Continue investments in the City’s information technology as a means of increasing productivity and enhancing customer service.



VI. Safety, Health & Welfare

The core values inherent in the City’s long-range vision include maintaining a safe and healthy community. The services necessary to accomplish this objective include public safety (police, fire, EMS), public works, and community health. The role of the public safety agencies is obvious, but dependent on their ability to attract and retain qualified staff, have access to effective equipment and facilities, and to be able to expand services in relationship to the growth of the community. The public works department must address both the environmental issues associated with sewer and water service, but also the transportation needs (including auto, bicycle, and pedestrian facilities) of the community. The community health agency must find ways to help address risky behaviors and to provide a minimum level of care to populations in need (e.g., low income, elderly, etc.). Because of the nature of their work, these departments are generally accustomed to generating strategic planning documents that help to justify their programmatic requests. While the list below seems rather short, it could easily be expanded with further input from these departments.

- Develop a sidewalk plan that links major attractions and trip generators (e.g., schools, residential neighborhoods, commercial areas) and prioritizes future investments.
- Expand sewer and water to outlying areas.
- Provide sewer service to the Ryan Road corridor.
- Complete the Ryan Creek Interceptor.
- Develop a prioritized arterial plan in conjunction with the Master Plan. Develop cost estimates and explore funding mechanisms.
- Explore the development of local transit services.
- Implement a traffic signal pre-emption program to help reduce response times for emergency vehicles.
- Coordinate with the YMCA and community health providers to create and implement a healthy communities program.
- Monitor and intervene as appropriate in the landfill expansion

permitting process.

- Maintain Fire Department staffing levels in order to meet national standards and citizen expectations.
- Pursue Homeland Security Grant Funds to help support the equipment and infrastructure needs of the public safety departments.
- Review first responder and service support agreements with neighboring communities.
- Explore opportunities for public safety service coordination/consolidation (e.g., dispatching) with neighboring communities.
- Adopt a “no smoking in public” ordinance in 2004/2005.
- Reduce adult smoking rates in Franklin by 10% within the next five years.
- Enhance enforcement against retailers who sell tobacco products to minors.
- Immunize all children at the appropriate interval.
- Senior citizens will receive an annual flu vaccine and a pneumonia vaccine at least once.
- Provide all households with a weather radio.
- Obtain a grant to provide emergency alert sirens.
- Utilize home safety assessments as a way of reducing identified hazards by 50% for households with toddlers.
- Provide senior citizen fall prevention training.



WORKSHOP DATA



On September 8, 2004, the six Aldermen and seven senior Staff members met at the Polish Center of Wisconsin to work collaboratively to articulate a set of core shared values and sense of mission that could be utilized in the development of the vision statement and action plan. The group was engaged in a number of small group activities to help produce this information. The collective efforts were captured on easel-sized newsprint and are reported here for future reference. The meeting was posted as a formal public meeting and a citizen comment period was provided.

Following an introduction to the process, including establishment of “ground rules” for the day, the group engaged in two “ice-breaker” activities to help acclimate the participants to group processes.

The group was then asked to participate in a “brainstorming” process to help identify the core values held by the community. Several topics were identified by the facilitator (based on general themes that emerged during the personal interviews) and participants were given the opportunity to work on each topic without regard for duplication or evaluating statements/comments.

“Community Values”

These are the things that are important about our community:

Quality of Life

- Time
- Green space
- Individuality
- Family
- Freedoms
- Safety
- Property
- Schools
- Recreation
- Parks
- Active Parks
- Civic Partners
- Civic Center
- Cultural Center
- Trails/Skate Park
- Outdoor pool (public)
- Water Park
- Parks
- Good Roads
- Freedoms
- Safety
- Family-friendly
- Senior-friendly
- Outdoor activities
- Visitor-friendly
- Inviting
- Conveniences (shopping, restaurants)
- Quality Development
- Preserve Environmental Assets
- Healthy Environment

- Healthy Lifestyle
- Quiet Time
- Contemplation
- Library

Economic Vitality

- Big Business Development
- Low Taxes
- Income Levels
- Paying for what you receive
- Additional programs/services
- Diversity of local businesses
- Good services nearby – retail
- Variety
- Workforce
- Transportation
- Family – Acquire more stuff (pool, etc.)
- Quality Governmental support
- Business Parks
- Road Access
- Traffic Flow
- Desirable Products & Services
- Business Retention
- Business Applications
- Collaboration with Business Neighbors
- Inter-City Cooperation
- Planned Re-Development
- Tax Equity (between Communities)

Housing

- Affordable/Inviting
- Well-maintained/Comfortable
- Lack of Affordable Housing
- Value Neighbors
- Value “their piece of heaven” (NIMBYs)
- Livable
- Cooperation
- Services
- Close Stores
- Value Maintained
- Planned Development
- Environmentally Friendly
- Built Safe
- Code Enforcement
- Minimal Standard Adherence
- Private
- Clean
- Variety
- Seniors

Government

- Honesty
- Clean
- “Customer Service”
- Responsive
- Predictable Processes
- Friendly
- Fair
- Accessible
- Efficient



- Open
- Structured
- Responsible
- Lead by Example
- Team Player – What’s Good for City – No Personal Agendas
- Integrity
- Deal is a Deal
- Less Intrusive
- Prioritize
- Listen to Majority
- Deal [with] Major & Minor Issues
- Trustworthy
- Open
- Leadership
- Addressing Real Needs
- Limited Role

Safety/Welfare

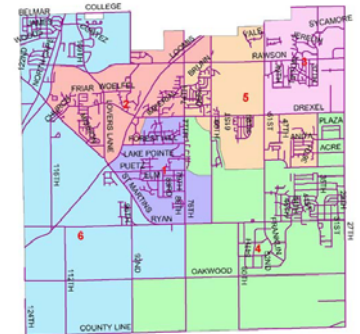
- Fire & Police
- Public Works
- Outreach
- “Common Good”
- EMS
- Feeling of Safety (Free Movement in Franklin)
- Safe Neighborhoods
- Pedestrian-Friendly
- “Safety Net”
- Responsive
- Proactive
- Neighbors Caring for One Another
- Neighborhood Watch
- Traffic Safety
- Respected Police & Fire
- Health Department
- Wellness, Education

Education

- Free – Public
- Lifelong / Continuing
- Quality
- Accountable
- Individual-based Learning
- One District
- High Quality
- Efficient
- Open
- More Citizen Involvement
- Promote More Involvement
- High Profile Events
- Communication
- Recognized as Elected Office
- Responsive
- Less Expensive
- High Standards



In the next activity the participants were asked to work in small groups to develop and articulate a sense of a shared future for the community. Participants were asked to consider the “values” (still on the wall) and to answer the question of *“What will Franklin be Like Fifty Years from Now?”*. Each small group was then asked to present their efforts to the larger group. A compilation of recurring and major themes follows.



“Creating a Shared Vision”

- Public Transportation
- Downtown Area
- Connectivity
- Unified School District
- Reduced Taxes
- More Public Involvement
- Cultural/Civic Center
- Civic Events Continued and More
- Valet Parking at City Hall and Library
- Need Proactive Planning
 - Green space
 - Continued Economic Development
- Identified & Mapped Environmental Areas
- NIMBY – Not In My Backyard
- Re-Development Mode
 - Business Park
 - Retail Areas
 - City Structures
- We’ll Have Achieved 30%/70% Non-/Residential Assessed Value
- We’ll have our Parks Developed to Serve Our Neighborhoods and We’ll have a Central Park (Collaboration with County, YMCA, etc.)
- Our Neighborhoods Will Be Complete and Will Have a Fair Variety of Styles & Prices
- Our Population will have Shifted to be Older
- Several Schools will have Closed
- Quarry Lake is a Reality

After spending time considering the values and vision, the participants were asked to work in three small groups to develop a draft “mission statement” for the City. The purpose of a mission statement is to define the nature of the enterprise in which a group is engaged. It answers for the world the questions of WHAT should be achieved in the long run, WHO the beneficiaries of the effort are, and HOW the work will be accomplished. While the development and refinement of the mission statement is beyond the scope of services provided in this project, this information is provided to serve as a potential foundation for future work to be completed by the City’s leaders.

“Mission Builder”

Group 1: “The Leaders of the City of Franklin, are responsible to our constituents for managing a municipal corporation for the community’s benefit. We meet our obligation by proactively planning and managing the City’s affairs, both short- and long-term, to enhance and protect the quality of life.”

Group 2: “We are in the business to provide safety, infrastructure management, and land use administration by providing staff, equipment and management skills to enhance and protect the quality of life so that

we can grow old together.”

Group 3: “The community leaders manage the safety, infrastructure and land use as a corporation.”

Key Themes:

- The Responsibles – Community Leaders – Elected Officials, Appointed Officials, Staff – managing municipal corporation for benefit of the community
- Proactive
- Long-term and Short-term timeframes
- “To Enhance and Protect the Quality of Life”
- Committed to building for Future Generations
- Provide Resources now for All Parties
- Protect & Serve; Health, Safety & Welfare
- Provide Quality of Life Issues for All Citizens
- Create Vibrant Atmosphere
- Efficient Services
- Proactive Planning
- Create a Vibrant Community



In the final group activity, the participants were asked to identify action-oriented objectives as a means of trying to identify general “goal areas” or “themes”. The group utilized a nominal group technique where individuals brainstormed many ideas that were posted on the wall. Participants were then asked to sort the ideas into logical, thematic areas. Once the ideas were thematically organized, each individual was asked to “vote” using six adhesive dots (“dot voting”). The numbers in parenthesis represent the number of votes each “theme” got (based on the sum of votes for topics under each heading). Overlap on some ideas/themes is evident, but was not directly addressed during the workshop activity.

“Goal Setting”

Administrative Structure (14)

- Develop partnership with other cities for services (5)
- Review current city administrative structure (2)
- Ethics Procedure Now (2)
- Analyze the Board/Committee/Commission structure by 7/1/05 – the purpose is to reduce inefficiencies caused by unnecessary levels of government (1)
- Increase Responsiveness to Citizens (1)
- Create a customer-friendly atmospheres in all of city government by 1/1/2005 (1)
- City will continue to look for ways to be more efficient i.e., purchasing department (1)
- Provide written statement of City’s 1 year direction to All City Staff by 12/1/04 (1)
- Reconcile the desire for “lower” taxes with maintaining minimum (growth adjusted) staffing levels (0)
- Lower sick leave usage among City employees (0)
- Open Government (0)
- Study and recommend the future of the office of the Mayor i.e., Full-time or Part-time (0)
- Develop an “effective” community image campaign to establish a municipal identity (0)
- To seek ways to promote diversity in residents and city employees (0)
- Improve the communications between elected officials and paid staff (0)
- Continue building better staff interpersonal relations (0)
- City will look to other communities to consolidate services (0)
- More cooperation and sharing of services between cities (0)
- New Head Leadership (0)
- Milwaukee County Relationship (0)

Master Plan (12)

- Complete Comprehensive Master Plan by 6/2005 / Confirm new Master Plan / Develop and Maintain an Updated Comprehensive Master Plan by 1/1/2006 (8)
- City follows through on Strategic Planning (3)

Parks and Green space (11)

- Implement Comprehensive Park Plan starting in 2005 Budget (5)
- Large community park – active – adult baseball, pool, etc. – replace legend (4)
- Funding mechanism for parks (2)
- More neighborhood parks, recreation (0)
- Green space development (0)
- Complete the Oak Leaf Trail (0)
- Find an appropriate mechanism to manage the use of the County Sports Complex (0)
- Develop and Execute a Parks/Green space Plan/Program
- City will start providing community ed and rec – activity center/pool (0)
- City will work with county on obtaining the Sports Complex (is this a good idea?) (0)

Planning Process (10)

- Establish a business friendly development review process by 7/1/2005 (5)
- EDC – Define development approval process and refine to save money and time (3)
- Develop a more active and proactive Business Development Program (1)
- Streamline Planning and Development Process (1)
- EDC – Create customer feedback mechanism for building inspection & plan approval (0)

Budget Process (7)

- Institute a 1, 3, 5 year budget planning cycle FY 2005 (5)
- Provide individual tax bills to reflect each property tax entity, thus citizens can compare costs (1)
- Tax Increase Inflation and Growth annually (1)
- City will establish ways of e-commerce by _____(0)
- Transition the financial planning process from a single-year to a multi-year process (0)
- City will fully fund its City departments by _____ (0)
- All departments develop five-year budget plans (0)
- Create a three-year operations and five-year capital budget (0)

MMSD (6)

- Ryan Creek Interceptor (4)
- Expand Sewer and Water to Outlying Areas (2)
- Sewer Service to the Ryan Road Corridor (0)

School District (6)

- Consolidate school district into one (0)
- City of Franklin and School District Boundary are the Same (6)

Planning Department (5)

- Planning Department Revamp – Hire a Community Development Director (4)
- Reorganize the Planning and Community Development Office by 7/1/2005 (1)
- Effective and Timely Processing within Planning Department (0)

Health and Welfare (5)

- Adult smoking rates in Franklin decrease by 10% in the next five years (from 20% to 10%) (2)
- [Obtain a] Grant to provide Sirens to alert public to emergencies (2)
- The Common Council passes a smoke-free restaurant ordinance in 2004 (1)
- No retailer who possess a permit to sell tobacco products illegally sells to a minor (0)
- All children are fully immunized at appropriate interval (0)
- Senior citizens receive an annual flu vaccine and a pneumonia vaccine at least once (0)
- City will provide all citizens (one per household) with weather radios (0)
- After completing a home safety assessment parents who have a toddler to reduce identified hazards by 50% (the average assessed is 16; decrease to 8) (0)



- Senior citizens participate in a fall-prevention training (0)

Development/Redevelopment (3)

- Complete the task section of the Ticknor Report Section IV (2)
- Plan for major 27th Street Expansion (1)

Public Safety (2)

- City will continue to add sidewalks around schools and neighborhoods (1)
- Maintain Fire Department Staffing Levels that meet national and citizen standards (1)
- City to Fund Traffic Control Signals that allow for safe travel of emergency vehicles (0)
- Demand State Agencies use Homeland Security Grant Funds for their stated purposes (0)

Business Park (0)

- Complete the sale and build-out of the Business Park (0)
- Business Park around the Landfill (0)



The workshop concluded with some general discussion about the practice of “action planning” in support of a broader City strategic planning process. Participants were provided a template that could be used to assist them in developing detailed, program or department based action plans.

