



CITY OF FRANKENMUTH
Action Planning Strategies 2016-2017
Summary

Area 1: Infrastructure

Focus One: Address Funding and Implementation Issues Related to the Levee

1. Identify potential funding sources on which to sell bonds, and determine payback period for bonds
2. Identify a plan to allocate the costs of the project to the primary beneficiaries
3. Develop and implement a communication plan to let residents know why the project is being undertaken, the source of funds that are being used and why, and the rationale for allocating the costs of the project to the primary beneficiaries

Focus Two: Address Infrastructure Challenges

1. Review and update the Capital Improvements Plan, prioritizing improvements and planning for preventive maintenance.
2. Evaluate the level of general fund support devoted to infrastructure, planning for possible increase.
3. Develop and implement a communication plan to let residents know what infrastructure projects are being undertaken, when, and how they are being funded, and the rationale for this approach to addressing infrastructure needs

Area 3: Develop Management Resources

Focus One: Clearly define critical service and cost issues and revenue streams to support each. Determine if change in current funding is appropriate.

1. Identify, evaluate and prioritize funding sources for consideration.
2. Support statewide efforts to increase revenue sharing funds or to allow local sales taxes.
3. Review options for pension management and planning for the unfunded pension liability challenge facing the City now.
4. Develop and implement a communication plan to let residents know why we would need to increase revenues and the rationale for choosing the sources that we have.

Focus Two: Develop and Implement a Two-Way Communications Plan

1. Assemble a team to evaluate communication needs of the City, to review options for managing those needs and to collaborate with the Public Information Officer to draft an Information Plan.
2. Implement the Information Plan, including the potential hiring of a communications specialist and the aggressive use of press releases, social media, and public presentations about all issues of the City.

Area 2: Economic Development

Focus One: Strengthen & Diversify the Economy

1. Market the Business Park, focusing on commercial and light industrial development.
2. Encourage and support the expansion of existing businesses and/or the development of new businesses in Frankenmuth.
3. Review the zoning ordinance to provide for greater development flexibility and to increase residential density.

Focus Two: Communicate the Importance of Economic Development Initiatives

Develop and implement a communication plan to let residents know what economic development initiatives are being undertaken, when, and how they are being funded, and why economic development is important to community development.



CITY OF FRANKENMUTH
WORK PLAN & TIMELINE, 2016-17
 REVISED DRAFT / 24 Feb 2016

Area 1: Infrastructure

Focus One: Address the Funding and Implementation Issues Related to the Levee

Action Strategies

1. Identify potential funding sources on which to sell bonds, and determine payback period for bonds
 - If necessary, consider increasing the general fund millage to cover some or all of the cost
 - Pursue grants to defray some or all of the costs
 - Consider a special assessment on the properties within the flood plain
 - Tap the DDA budget for a portion of the costs

2. Identify a plan to allocate the costs of the project to the primary beneficiaries

Complete?	No Later Than	Leader	Task
yes	30 Jan 2016	Staff/Graham	Gather information related to the project including estimated costs and define potential payment source scenarios
yes	02 Feb 2016	City Council	City Council recommends Debt Retirement Plan in preparation for commitments from DDA and outreach to property owners.
yes	11 Feb 2016	City Council to DDA	Present Plan to DDA seeking input and agreement. City Council members asked to participate.
	5 April 2016	City Council	Approve proposed draft special assessments formula
	Mar 7,8 or 9 2016	City Council/DDA	Meet with property owners to review draft debt retirement plan and special assessment formula
	June 2016	City Council	Finalize Funding Plan for Levee

3. Develop and implement a communication plan to let residents know why the project is being undertaken, the source of funds that are being used and why, and the rationale for allocating the costs of the project to the primary beneficiaries

Complete?	No Later Than	Leader	Task
yes	4 Mar 2016	Staff/DDA	Prepare options for presentation to affected Property Owners. Information would

			include Power Point Overview, Cost estimates, Data Benchmarks, Individual Impact Sheets, Options (if available) No Later Than (as known)
	15 April 2016	Staff/DDA	Write "Story" for Funding Plan.
	10 May 2016	Staff	Illustrate "Story" for Webpage, Brochure & Press Release(s). BUDGET REQUIRED.
	11 May 2016	Staff	Publish Public Hearing Notice for Special Assmt
	11 May 2016*	Staff	Roll Out Levee Communications Plan

* Date may be fluid depending on approvals from USACE, FEMA, and MDEQ

4. In preparing the plans for the levee include a walking path on the levee as a recreational benefit.

Complete?	No Later Than	Leader	Task
Yes	1 Jan 2016	Consultant	Plans completed and submitted to USACE/FEMA
Yes	1 Jan 2016	DDA	Preliminary commitment for funding of construction and maintenance for walkway.
Yes	1 Jan 2016	City Staff	Outreach in process to Federal and State agencies for grant opportunities. (through Stabenow's Office)
	30 April 2016	DDA	Request to Rotary: Option to submit for "Taste" Funding 2017 (and more.) Stamiris to follow up.
	2016	DDA	Search out grants for financial support.

Focus Two: Address Infrastructure Problems

Action Strategies

1. Review and update the Capital Improvement Plan ***(the CIP is updated annually, with the first year costs of the plan on a rolling basis incorporated into the annual operating budget. The CIP is circulated to departments and to the Planning Commission before submission to council, although the review by these bodies may not be extensive)***
 - Establish priorities for improvements
 - Establish a timetable for replacing infrastructure Focus efforts on prevention and maintenance rather than responding to problems
 - Combine where possible water main and sewer line replacement with street repairs
2. Consider increasing the level of general fund support devoted to infrastructure
3. Develop and implement a communication plan to let residents know what infrastructure projects are being undertaken, when, and how they are being funded, and the rationale for this approach to addressing infrastructure needs

Complete?	No Later Than	Leader	Task
yes	15 Jan 2016	Staff to CM	Submit investment priorities to the City Manager for inclusion in CIP document. Projects may be 10-15 years out, may not have been vetted for cost yet, may not be infrastructure based, but may be related to infrastructure needs (i.e. engineering for a future project) or operational needs (cost of software such as financial reporting.)
yes	26 Jan 2016	Planning Commission	City Manager prepares CIP for Planning Commission for review, comments and recommendation to City Council.
yes	2 Feb 2016	City Council	City Council reviews and approves.
	31 May 2016	DPW/Water/ City Mgr.	Staff collaborates to identify best way to combine infrastructure projects with road resurfacing projects. This would be overlaid on CIP plan and submitted to Council.
	May – June 2016	Council Reps and Staff	Include infrastructure discussion in public information presentations about health of City finances.

Area 2: Economic Development

Focus One: Strengthen and Diversify the Tax Base

Action Strategies

1. Draft a Business Analysis for the Business Park.
2. Encourage/support expansion of existing businesses and/or the development of new businesses in Frankenmuth.
3. Review the zoning ordinance to provide for greater development flexibility and to increase residential density.

Focus Two: Communicate the Importance of Economic Development Initiatives

Develop and implement a communication plan to let residents know what economic development initiatives are being undertaken, when and how they are funded and why economic development is important to community development.

Complete?	No Later Than	Leader	Task
	July 2016	EDC	Council requests EDC draft a Business Analysis the Business Park--Prepare a presentation to the City Council for the July City Council Meeting.
	1 Oct 2016	Planning Commission	Council Requests the Planning Commission review residential density requirements and advises them on potential changes that could improve the development environment for residential builders. Council requests a report back to City Council no later than Oct 2016.
	1 June 2016	EDC & DDA	Council requests suggestions from the DDA and the EDC on how the City could encourage or provide support for the expansion of the existing business base. Council would like to hear suggestions at the June 2016 City Council meeting.
	2017	EDC	Research options to create a 501c4 public private partnership for land development in Frankenmuth.
	1 July 2016	EDC	Evaluate the current process for infrastructure investment for new development and recommend suggestions for improvements in City requirements.
	1 April 2016	Planning Commission/ City Council	Prepare for the renewal of the Urban Limit Line agreement with the Township and review options for improving the agreement with the Township.
	1 May 2016	EDC	Tap into/exploit the "good news value" of the new investment by Michigan Brands, Kremin Inc, Splash Village, Prost, Holiday Inn and others.

Area 3: Development Management Resources

Focus One: Clearly define critical service and cost issues and Revenue Streams to Support Each. Determine if change in current funding is appropriate.

Action Strategies

1. Identify funding sources for consideration and establish criteria and justify rationale for elective increases. If necessary, consider:
 - a. Increasing general fund millage. Seek voter approval of a special/dedicated millage; e.g., public safety.
 - b. Adjusting user fees to insure that costs of services are fully covered.
 - c. Moving parks and recreation programs to a regional authority or district with its own taxing authority.
 - d. Creating a storm water utility.
 - e. Increasing fees to the Frankenmuth Township and/or Building Code Authority for shared services.
 - f. Employing a special assessment to cover some infrastructure costs.
 - g. Aggressively pursue external grant opportunities.

Complete?	No Later Than	Leader	Task
yes	12 Jan 2016	City Mgr./Council	Calculate value of millage increase of non-TIF captured properties. Discuss additional information needed to prepare for decision making in February.
yes	2 Feb 2016	City Council	Determine if millage increase will be used for 2016-17 Fiscal Year and if so, in what form and for what purpose.
	2017 January	Parks & Rec Commission	Complete a comprehensive review of the opportunity to establish a Regional Authority for the Parks & Rec Department. Communicate with the Council quarterly through the liaison or presentation progress of the review, including any needs that may arise in the discussion.
	2016 Sept	DPW Director	Refresh Council with Storm Water Utility Fund project. Present fees and options for consultant for possible addition to 2016-17 budget. This is a go/no go decision.
	2016 Nov	Clerk/Treasurer	Evaluate User Fees.
	2016 Aug	City Mgr./Treasure	Evaluate fees to Township for Shared Services.
	Ongoing	All Staff	Grants Applications that make sense.

2. Support statewide efforts to increase revenue sharing funds or to allow local sales taxes

Complete?	No Later Than	Leader	Task
	30 June 2016	Staff	Boil down PR message from above into 4-5 talking points to local state representatives regarding City needs and share our story with them.
	30 Aug 2016	Council Reps	Designate 2-3 Council reps to meet face to face in Lansing with State Reps to follow up on letter highlights.
	31 Dec 2016	Staff	Keep aware of MML efforts to work through legislature to increase state funding to Cities for roads, public safety and other critical community needs.

3. Review options for pension management and planning for the unfunded pension liability challenge facing the City now.
(Timeline TBD.)

4. Develop and implement a communication plan to let residents know why we need to increase revenues and the rationale for choosing the sources that we have.

- a. Prepare an analysis that compares the revenue we are raising in 2015 with that which was raised 5, 10 and 15 years ago to demonstrate need for an increase
- b. Prepare a comparative analysis showing the services that we provide with current revenue and the service and revenue package raised for comparable communities

Complete?	No Later Than	Leader	Task
	2016 June	Committee of the City Council	What is the story the Council needs to tell the constituents about regarding the financial health of the City? Detail the kind of information that staff needs to provide, research and quantify. How do you want this info to be shared? Who should do the telling?
	2016 June	Staff	Gather related info as detailed by Council and as pertinent to the story we want to tell. Prepare for print, digital and/or power point presentations.
	30 Apr 2016	Council	Align public information talks via social clubs and others OR as scheduled to match budget presentations and/or levee discussions. Schedule Morning Mingle at Chamber of Commerce.
	May-June 2016	Council/Staff	On the road with public speaking engagements.

Focus Two: Develop and Implement a Two-Way Communication Plan

Action Strategies

1. Consider assembling a team of individuals (council member or members, key staff, community volunteers) who can play a leadership role in collaborating with the P.I.O. in drafting an information plan to present to City Council for review
2. Consider contracting for an individual (Public Information Officer or P.I.O.) with strong communication, information and social media skills to expand on the information sharing efforts of the City
3. Reach out to the public with regular news releases to keep the Community well informed about the City's services, programs, needs and finances

Complete?	No Later Than	Leader	Task
	31 Dec 2016	Council & CM	Evaluate options for adding PIO and communications specialist. Review use of in-house talent or out-sourcing options, budget requirements and cost benefit.
	29 Feb 2016	Council & Staff	Create a PIO Team made up of Council, Key Staff and Selected Others (5) to draft basic communications plan that can be managed in-house until a decision on how to manage the PIO role is confirmed. Key tasks include the improved use of social media, more concerted effort to inform the public on issues facing the city (as noted earlier and general outreach for "good news."
	30 July 2016	PIO Team	Complete and implement Basic Communications Plan. Coordinate outreach public speaking as noted in earlier "levee," "finance," and Infrastructure" project tasks.
	1 Mar 2016	Council	Better define the role of the City Council liaison.
	2016	EDC	Continue quarterly reports from the EDC
	2016	City Council	Invite a more regular dialogue with the Chamber/CVB.

END.