

Executive Recruitment for

FRANKLIN, WISCONSIN

GovHR USA is pleased to announce the recruitment and selection process for an Economic Development Director for the City of Franklin, Wisconsin. This brochure provides background information on the City of Franklin, as well as the requirements and expected qualifications for the position. Candidates should apply by March 12, 2018 with resume, cover letter and contact information for five work-related references to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, Suite 130, Northbrook IL 60062 at www.govhrusa.com/current-positions/recruitment. The City of Franklin is an Equal Opportunity Employer.

Lee Szymborski, Sr. Vice President

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Northbrook, Illinois 60062
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Formal Applications should
be submitted to:

www.govhrusa.com/current-positions/recruitment



City of Franklin

A Thriving Community in Southeastern Wisconsin

ECONOMIC DEVELOPMENT DIRECTOR



EXECUTIVE SUMMARY

Economic Development Director, City of Franklin, Wisconsin (36,155). Growing, full-service city of vibrant neighborhoods and top-performing schools, the City of Franklin possesses a strong business base and climate, a convenient location to world-class amenities, and “is committed to being the best community in Milwaukee County.” Located 10 miles south of downtown Milwaukee and within easy access to Mitchell International Airport, Franklin is strategically situated between Milwaukee and Chicago, with convenient Interstate access. Franklin seeks a dynamic professional in the field of economic development to be at the leading edge of this exciting time for the City.

The Economic Development Director position offers the ideal candidate the chance to build on, and deliver the City’s economic development program, as well as the opportunity to develop and execute City marketing and promotion strategies.

The City seeks candidates with initiative, creativity and a proven track-record of retaining, expanding and recruiting businesses. The ideal candidate is a people-person adept at building relationships, not bureaucracy.

Ideal candidates will have:

- High energy, enthusiasm and passion;
- Strong communication skills, the ability to think and act strategically, and the talent to tactfully negotiate and “close the deal.”
- A demonstrated ability to work with a wide variety of stakeholders including City officials and staff, brokers, developers, and local business owners;
- A Bachelor’s degree in business, marketing, communications, planning, real estate, public administration or related disciplines;
- Seven years of progressively responsible experience in economic development, redevelopment, marketing or real estate in either the public or private sector is preferred; a Master’s degree may substitute for two years of experience.

The position will report to the Mayor, will serve as director of the City’s Community Development Authority, and will be a staff liaison to the City’s Economic Development Commission, and Tourism Commission.

Salary is \$95,000 +/- DOQ, and competitive benefits. Residency is not required, yet a high level of community involvement is expected.



COMMUNITY INFORMATION

Part of the Northwest Territory, Franklin, named for Benjamin Franklin, was one of two towns formed out of the original Town of Kinnickinnic by the Wisconsin Territorial Legislature in 1838. The township consisted of 36 square miles. It was reported that the quality of much of its land was excellent, while other

portions were rough with many boulders. Originally, Franklin was covered with heavy timber, mostly hardwoods such as walnut, butternut, and hickory. There was an abundance of wild animals: bears, panthers, wolves, wildcats, deer, and wild turkeys.

Franklin's early town officials fought against annexation to the City of Milwaukee. After the intention to incorporate from a town to a city in 1956 was made known, town officials hid so the summons server couldn't find them and block the attempt. In 1956, Franklin incorporated as a fourth class city and became known as a "City of homes" with a population of a little over 5,000 at that time.

Today, the City of Franklin is a thriving, full-service municipality with a broad range of housing options, business opportunities, and many City and County parks which help provide a high quality of life. At its current population of 36,155 residents, Franklin is the largest city in Wisconsin to attain more than a 10% population growth since the 2000 census. Franklin also has the highest growth rate of all cities in Southeastern Wisconsin with a population of more than 20,000.

In the decade between 2000 and 2010, Franklin added approximately more than 3,000 households, a faster pace than what the City experienced in the previous decade. This robust stride bucked a nationwide trend of slower growth. According to most estimates, Franklin is likely to continue robust residential growth, supporting desired business development.

In 2007 and 2011 Money Magazine named the City of Franklin among the top 100 cities to live in its "America's Best Places to Live." Based on small towns with populations under 50,000, the magazine ranks qualities most important to the American family—affordability, great job opportunities, top-notch schools, safe streets, economic strength, good health care, and more.



The city has a flourishing business community including two successful business parks. The Franklin Business Park contains 420 acres. The other, the Franklin Industrial Park, is a two-phase industrial area of more than 310 acres. Among major employers in Franklin are Strauss Veal & Lamb International, Carma Laboratories, and Proteus Packaging Corporation of America, Kronos, Inc., Carlisle Interconnect Technologies, SCB Electric. The city is also home to Northwestern Mutual's International Headquarters, a Fortune 500 financial services and insurance company.

Franklin has an enviable location, 10 miles south of downtown Milwaukee and 80 miles north of downtown Chicago. It has easy access to the I-94 corridor connecting Milwaukee and Chicago, and it is only minutes away from Milwaukee County's General Mitchell International Airport, serving 6.9 million passengers per year; Franklin also has easy access to freight and Amtrak rail lines.

Franklin is known for excellent schools, and is served by three school districts – the Franklin School District, the Oak Creek/Franklin School District and the Whitnall School District. The average high school graduation rate is nearly 98%, and combined-district ACT scores exceed the national average.

The greater Milwaukee area offers a wide variety of higher education opportunities. Chief among them include the University of Wisconsin – Milwaukee, with a student

enrollment of more than 27,000, with the largest schools of Architecture, Nursing, and Health Sciences in the State. Other noteworthy institutions include Marquette University, a private, Jesuit-run school of 11,000 students. Alverno College and Concordia University also offer undergraduate and graduate studies. Technical and two-year vocational programs are offered through the Milwaukee Area Technical College, with campuses in nearby Oak Creek and Milwaukee.

Award-winning healthcare is easily found throughout the greater Milwaukee area. Residents have access to six major medical systems including Aurora Health Care (1,755 inpatient beds); Wheaton Franciscan Healthcare (975 inpatient beds); Froedtert Health (712 inpatient beds); Columbia St. Mary's (613 inpatient beds); ProHealth Care (411 inpatient beds) and Children's Health System (296 inpatient beds). Among these systems, Ascension Wheaton Franciscan Healthcare has an expanding medical campus in Franklin that includes a full-service hospital, orthopedics hospital, emergency services, urgent care and outpatient and doctors offices.



The surrounding greater Milwaukee area, provide many opportunities to enjoy world-class art and culture. The area claims a number of theater companies, the Franklin-based South Suburban Symphony, the Milwaukee Symphony Orchestra, the Milwaukee Ballet Company, and numerous arts organizations. Cultural attractions including the Milwaukee Art Museum, home to more than 30,000 works of art.

A tradition of excellence in exhibits, education, collections and research has been the hallmark of the Milwaukee Public Museum since it was established in 1882. The Milwaukee area has several museums designed specifically for children and young adults, including the Betty Brinn Children's Museum, and Discovery World at

Pier Wisconsin, a science and technology museum designed for young adults.

Other offerings include the Milwaukee County Zoo, one of the top zoological parks in the nation. Theater-goers have access to Broadway and off-Broadway shows held at the Marcus Center for the Performing Arts. Music lovers will find plenty of options available throughout the year, including Milwaukee's annual Summerfest. The largest outdoor music festival in the country recently celebrated its 50th year.

For sports enthusiasts, the area offers year-round events including professional baseball (the Milwaukee Brewer's and a new American Association team in Franklin's Ball Park Commons) professional basketball (Milwaukee Bucks), professional hockey (Milwaukee Admirals), professional soccer (Milwaukee Wave), collegiate basketball (Marquette and UW-Milwaukee) and auto racing (Milwaukee Mile). (Source: Discover Milwaukee)

Recreational opportunities are plentiful in the City. Franklin is home to the Rock Sports Complex (baseball, softball, golf, skiing, snow tubing, BMX), two championship-caliber golf courses, downhill skiing, snowboarding and tubing opportunities, as well as baseball, BMX biking, and other sports and entertainment opportunities at both indoor and outdoor facilities.

All of this has made Franklin a dynamic, family-friendly community that's also enhanced by excellent schools and leisure activities welcoming to both residents and visitors alike.



FRANKLIN CITY GOVERNMENT

The City of Franklin operates under the Mayor-Council form of government in accordance with Chapter 62 of the Wisconsin Statutes. The Mayor and Aldermen of the City of Franklin constitute the Common Council which is vested with all the powers of the City not specifically given to some other officer. The Mayor serves a three-year term. The Common Council, consisting of six Aldermen elected by District, is the legislative branch of the City government. Aldermen are elected to three-year, overlapping terms. All elected officials are elected on a non-partisan basis.

The Mayor is the Chief Executive Officer of the City and is advised and assisted by a Cabinet consisting of the Director of Administration, Police Chief, Fire Chief, City Clerk, Director of Health and Human Services, City Engineer/Public Works Director, City Attorney. The Economic Development Director is frequently part of Cabinet meetings. The Mayor appoints, with the confirmation of a majority of the Common Council, all Cabinet members.

The City has approximately -220 full-time-equivalent employees. The City has a total FY 2018 budget of about \$50 million (all funds).

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.

FRANKLIN AT A GLANCE

| | |
|-------------------------------------|----------------|
| Population | 36,155 |
| Median Age | 41.8 |
| Size | 34.6 sq. miles |
| Median Household Income | \$73,590 |
| Median Family Income | \$95,302 |
| Median Home Value | \$224,800 |
| Equalized Assessed Valuation | \$3.88 Billion |
| Number of Business Firms | 2,321 |

FRANKLIN ECONOMIC DEVELOPMENT CLIMATE, OPPORTUNITIES AND CHALLENGES

The City of Franklin is facing the following challenges and opportunities related to economic development. The new Director can expect to participate actively in addressing these issues:

The City of Franklin is a population growth leader in South-eastern Wisconsin. The City has experienced double-digit percentage growth every decade since the 1980s, and has doubled in size in the last 10 years. As the housing market continues to strengthen, the City expects

that because of its location and high quality of life, Franklin will continue to see growth in housing demand.

Single-family residential lots in Franklin are in high demand. Currently in the planning stages are approximately 135 single-family subdivision lots. The City could potentially see another 50 to 100 single-family lots being proposed in 2018-2019 as well. In addition, over 300 multi-family units may be on the horizon for 2018-2019 outside of those developments already mentioned above. The City's remaining condo developments are steadily being built throughout the City.

In addition, vacant land is plentiful in Franklin. With Oak Creek to the east, Greenfield and Greendale to the north, and Muskego to the west, the City of Franklin is well-situated in its potential for growth in a region open to additional development.

Over the last several years, City staff has made significant adjustments to its development review process and its zoning code. The City has also undertaken improvements to its infrastructure, including water, sanitary sewer and road systems. All of these actions will help contribute to the larger goal of attracting, retaining and improving business to the City.

The City has several development areas that are particularly robust. Existing businesses within the City's Business Park continue to grow and expand with about 70,000 square feet of planned expansions between several businesses in addition to the recent construction of a 162,337 square foot industrial spec building.

The City has previously undertaken the study of three development areas, known as Areas A, D and G. They include:



- Area A – A mixed-use development area will soon be seeing construction underway of the Ballpark Commons development. This development consists of a 4,000 capacity baseball stadium, 3-story retail/office building and about 300 market-rate apartments, with additional office, retail and apartment buildings planned in the near future. Adjacent vacant and re-developable land will become attractive for future commercial development with the success of this project.
- Area D – Consists of over 500 acres of land near S. 27th Street and W. Oakwood Road that is planned and zoned for a mixed-use business park. This area has access and visibility from I-94 and is in close proximity to the planned Elm Road interchange. The City recently approved two industrial spec buildings consisting of over 235,000 square feet of industrial tenant space. Construction is anticipated to start this spring.
- Area G – Is about 585 acres of land near W. Ryan Road and W. Loomis Road, extending south to W. Oakwood Road between 112th and 124th Streets. The City anticipates a catalytic mixed-use commercial, industrial and residential development that will activate this entire area this spring. Industrial growth is strongly anticipated in future.

The South 27th Street Corridor of the City (west side of S. 27th Street) remains an active area for new development as well as redevelopment. Currently under construction are 180 market-rate apartment units. The City has also approved a new auto parts store and anticipates a proposed day care facility and redevelopment of a gas station in the near future. There are many redevelopment opportunities throughout the corridor, which are expected to come to fruition as the City grows, along with the growth and development of land adjacent to Franklin.

Outside development factors that may spur future growth in Franklin include Foxconn and the IKEA development. Foxconn – a multi-billion dollar investment by the Taiwanese electronics manufacturer, a project incentivized by the state of Wisconsin – is planned for nearby Mount Pleasant, located eight miles south of Franklin. The City can likely anticipate new development activity as a result of an influx of investment activity, new job creation, and growth from those businesses that either directly supply Foxconn or secondary suppliers.

The IKEA development in Oak Creek is also an expected catalyst for retail and service development in this area with residual effects in Franklin. Northwestern Mutual is planning development directly abutting the store in Oak Creek

and owns much of the land surrounding this area (approx. 150 acres). The City of Franklin anticipates this growth to continue and extend to S. 27th Street, a prime mixed-use commercial corridor in the City of Franklin.

In the more long-term, Franklin expects that the residential, Business Park and industrial growth will assist in creating commercial corridors, likely to occur in and around S. 76th Street and Ryan Road and the Crossroads Trade Area.

The City of Franklin currently has three tax incremental financing districts. The most recently approved TIF was for Ballpark Commons, previously described as Area A. The mixed-use project encompasses over 200 acres (including the existing Rock Sports Complex) and is expected to have a development value over \$130 million.



THE POSITION OF ECONOMIC DEVELOPMENT DIRECTOR

The Economic Development Director position was recreated from a position previously established in 2009, but left vacant for a few years; it was filled in 2015, with the last Director taking a job with Milwaukee County in February 2018. The previous Director quickly established himself to be a key player in moving projects along, so there is the opportunity, and expectation, for the next Director to have a large amount of input into these potential projects and the direction the City hopes to chart.

The City boasts an enviable financial condition, but equally recognizes that its revenues are heavily dependent on property taxes and are looking for ways to expand the commercial tax base to lighten the burden on residential property tax payers. In its efforts to keep its municipal property tax rate as low as possible, the City aims for a 70% to 30% ratio of business to residential assessed value. The ratio is presently 77% to 23%.

City officials look at this position as a key “strategist to the business community” that will address these conditions with marketing savvy, analytical abilities and keen interpersonal skills. In addition, the role of business community liaison will be a function of the Economic Development Director position. The City wants businesses to have a main point of contact, someone that will meet with businesses, gather their concerns, address their needs, and explore their suggestions for improvements.

Assuring a coordinated effort among regional business attraction and retention engines – such as the South Suburban Chamber of Commerce, Metropolitan Milwaukee Association of Commerce, and the Milwaukee 7 Regional Economic Development Partnership – will also be important. The Economic Development Director will be expected to serve as the City’s liaison between these organizations and develop strategies to capitalize on these relationships and resources.

The Director will also be expected to establish high-performing and respectful working relationships with the City organization, business community, elected and appointed officials, and neighboring communities. It will be the Director’s responsibility to set a positive tone for the City’s work in this area, and establish close working relationships with other City departments for economic development and coordination with community development matters. The Director will be responsible for the critical analysis of appropriate City development incentive programs and considerations.

Other opportunities await the new Director such as creating an economic development work plan and strategy for the City. In addition, the City currently does not have a formal outreach or marketing program. The ideal candidate will be able to develop these programs from the ground up.



CANDIDATE QUALIFICATION CRITERIA

The Economic Development Director is expected to be a visible position in the City of Franklin, requiring well-developed leadership abilities and management skills that are based upon consensus building and problem-solving. The Director must have a strong desire to work in a collegial, team-oriented environment. He/she must be a highly motivated, self-starting and confident individual with excellent interpersonal skills.

Education and Experience

- A Bachelor’s degree in business, marketing, communications, planning, real estate, public administration or related disciplines, or any combination of education and experience that provides equivalent knowledge, skills, and abilities, is required. Seven years of progressively responsible experience in economic development, redevelopment, marketing or real estate in either the public or private sector is preferred; a Master’s degree may substitute for two years of experience.
- Have a broad-based knowledge of economic development concepts and practices as well as a record of continuing education and training to keep current on the economic development field.
- Previous public sector experience is not critical, yet have an aptitude to quickly understand how government works; have the skills to diplomatically cut through bureaucracy on behalf of the business community.
- Be able to quickly get up to speed on the economic development goals for Franklin and work with the elected and appointed officials to further develop and achieve these goals.
- Have a record of experience that demonstrates the ability to see the “big picture” as well as to conceive and develop innovative long- and short-range strategies for addressing economic development challenges.
- Have a background in or familiarity with the principles and current techniques in land use, zoning, annexation, special use permit processes, and building and inspectional services, so as to understand their complementary relationship to achieving the City’s economic development goals.
- Have the ability to initiate and implement community

branding, marketing and business retention and attraction strategies to promote Franklin locally, regionally and nationally as an ideal business and industry location, by a variety of means including the use of electronic and printed promotional materials, publications, trade shows, and social media.

- Have experience or strong exposure to modern land use trends and challenges including issues such as retail and mixed-use district vitality, as well as economic incentives for attracting and retaining businesses. Have the analytical skills to evaluate incentive programs requested by the business community.
- Have the experience and ability to interact successfully and positively in a participatory environment, working openly and effectively with diverse interests and opinions represented by elected officials, staff, citizen groups, and intergovernmental interests.
- Have a demonstrable experience in collaborative leadership, effectively forming partnerships and communicating a clear strategy for the City's economic development and marketing functions. Particularly keen in this area is serving as the staff liaison to the City's Community Development Authority and its Economic Development Commission, the Tourism Commission and aiding these groups in advancing and implementing its policies.
- Have enthusiasm for interaction with the business community, service organizations and other groups which may be important in promoting the City's business development strategy; this includes regular attendance at meetings of economic/business development professionals, service organizations, and other gatherings – social as well as business.
- Be adept in social media such as Facebook, Twitter, and other electronic marketing platforms that proactively communicate the City's economic development message.
- Have an economic development background that is well-rounded in the retail, office and industrial sectors.
- Have the ability to work with a wide spectrum of business owners or representatives, including those from national corporations to owner-operator businesses.
- Candidates must have the ability to work effectively with other City departments, developing partnerships based on trust, respect, and communication; candidates must be able to take a fresh look at the

City's regulatory and permitting processes, diplomatically suggesting changes that will facilitate business development while maintaining the underlying basis for the regulations.

- Possess strong real estate development and redevelopment experience in retail, commercial, manufacturing, and office space projects.
- Have experience serving as a liaison to the business community, promoting and coordinating business development programs through personal contacts with existing and potential businesses, property owners, real estate developers and business associations.
- Have knowledge of and experience in financial management, including real estate and banking practices, and the ability to evaluate the fiscal impact of economic development projects and programs.
- Be able to read, compose, analyze and comprehend documents pertaining to business development projects including master plans, construction site plans, budget documents, technical reports, strategic plans and government regulations.
- Possess the ability to speak before groups and interact positively with the media. Have the experience and ability to maintain effective public relations and news media relationships.



Management Style and Personal Traits

- Have complete personal and professional integrity, gaining respect and inspiring the trust and confidence of subordinates, co-workers, and elected and appointed officials, as well as the general public.
- Be a clear and concise communicator.

- Be able to present complex technical information to any audience in a manner that is understandable and jargon-free.
- Have a genuine passion for public service from both an internal, department standpoint and for service to the community; be devoted to customer, community and departmental service.
- Be creative in solving problems.
- Have the maturity, self-confidence, and strength of professional convictions to provide solid economic development advice to the Economic Development Commission, Community Development Authority, and the Common Council, being able to diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Be politically savvy, yet politically neutral. Be able to “read the Council,” providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.
- Have a high energy level and enthusiasm for meeting the challenges and responsibilities of the Director’s position; have a strong work ethic.
- Possess well developed organizational skills with the ability to balance numerous projects and issues.
- Project a professional presence in appearance, actions, and personal demeanor.
- Be a positive and flexible team builder who is committed to the well-being of the staff, one who works with staff to identify departmental needs and find solutions which meet those challenges.
- Be proactive, anticipatory and innovative; be someone who can make difficult decisions and stand behind those decisions.
- Be willing to keep the Mayor and others apprised of major activities and operations of the Department in a consistent and timely manner, passing on both “good news and bad news” in a tactful, self-confident and professional manner.

