



# City of Franklin

A Vision for 2033

Developing a Strategic Plan



# Fundamentals

## ❖ A plan that supports the City's Mission:

- “Franklin will continually strive to be a community of choice for individuals, families, and businesses to grow and prosper through an excellent quality of life supported by exceptional, responsive, and cost-effective City services.”

## ❖ A plan that supports traditions important to our citizens:

- We strive to determine our own destiny
- We pursue bold but attainable growth
- We collaborate with others to shape our future

## ❖ A plan that reflects public service values:

- Transparency in stewardship of public resources
- Accountability and integrity
- Emphasis on results that improve the community

# Architecture of Planning



# Architecture of Planning

Within Each Theme

Policy Goals

- Operational Goals

- Benchmarks

Policy Goals

- Operational Goals

- Benchmarks

Board Sets  
Themes &  
Policy Goals

City Staff  
Proposes  
Operational  
Goals

# Architecture of Planning

## Within Each Theme

### Policy Goals

- Operational Goals

- Benchmarks

### Policy Goals

- Operational Goals

- Benchmarks

Policy Goals Are Stable Over Time

Each operational goal has an expectation

Each expectation has a starting point



Recognize Performance,  
Adjust/Revise Operational  
Goals for Next Cycle

Operational  
Goals

Divisional  
Goals

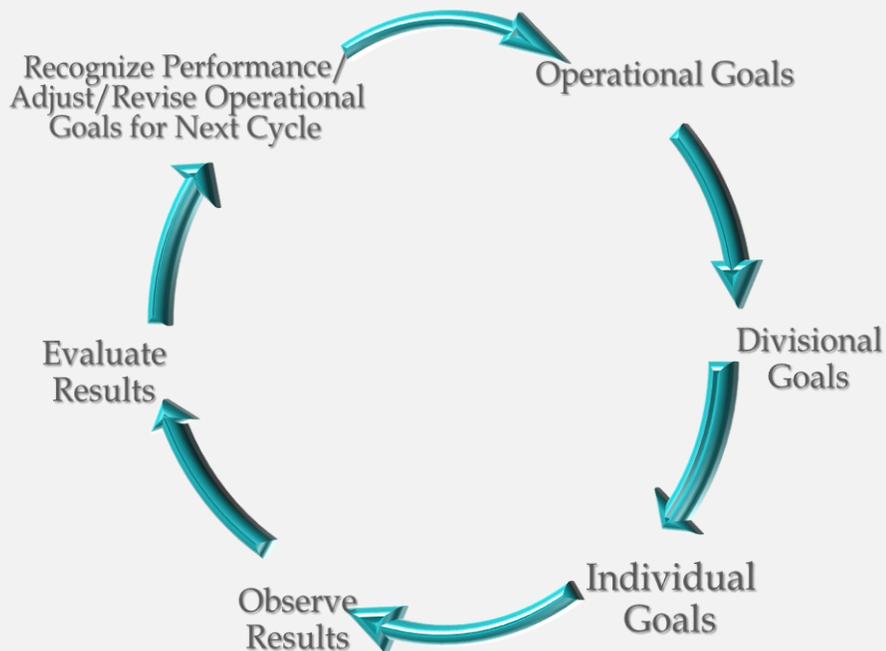
Individual  
Goals

Policy  
Goals

Evaluate  
Results

Observe  
Results

# Architecture of Planning



- Gives stability through design of policy goals
- Provides overarching goals for city's sub planning (i.e., water resource, transportation, capital improvement)
- Gives citizens, developers, and community partners a sense of the City's priorities for policy approvals and funding.
- Shares ownership with BOMA and city employees
- Promotes innovation through design of operational goals
- Focus on outcomes and observable results.
- Drives continuous improvement of city and city operations

# Theme: A Safe Clean and Livable City

Having a safe, clean, and livable city are primary requisites for our citizens and they are supportive of the means necessary to assure the somewhat idyllic and progressive character of Franklin. Residents want to live healthier, sustainable lives and will support services that deliver high standards. Franklin takes pride in the professionalism and technological sophistication of its police, fire, and emergency response teams. They understand the importance of code enforcement as a means of precluding declining and unsafe neighborhoods and business districts. The City recognizes its role as a steward of the environment in deliver our services and preserve the natural beauty of the community.



# Theme: A Safe Clean and Livable City

## Policy Goals:

- Franklin will have safe neighborhoods supported by high quality police, fire, and emergency services and effective code enforcement.
- Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.
- Franklin will provide high-quality water and wastewater treatment services that will meet the needs of our growing community.
- Franklin will be a model for environmental quality and a sustainable city.
- Franklin will be a leader in residential recycling efforts.

# Theme: An Effective And Fiscally Sound City Government Providing High Quality Service

Franklin citizens have high expectations from its government. As the city continues to grow so is the need to be vigilant in the prudent management of taxpayer funds by continuously working to improve the quality, efficiency and cost effectiveness of services demanded by its citizens. The pace of technological change and innovation in our world is accelerating and the city depends on the expertise and creativity of its employees to take advantage of new ideas and tools that improve service delivery and operational efficiency while still maintaining the sense of personal touch our citizens have come to expect.

The City of Franklin understands that in an era of rapid change, the need for knowledgeable, active and engaged employees is greater than ever. Building and retaining a skilled, adaptable and diverse workforce requires the city to recruit qualified employees and provide competitive salary and benefits along with opportunities to invest in ongoing training and professional development that meets future needs. Employees will be encouraged to become adaptable, take initiative and keep skills current through organization-wide initiatives and ongoing departmental efforts. Employees also need to embrace cultural sensitivity and have abilities that serve our increasingly diverse community.

# Theme: An Effective And Fiscally Sound City Government Providing High Quality Service

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## Policy Goals:

- The citizens of Franklin will be benefactors of city services that reflect efficiency while preserving the personal touch and community involvement people have come to expect in our community.
- Franklin government will seek diversification and efficiencies of revenue sources to fund its aspirations.
- The City of Franklin will have a talented, diverse, and engaged workforce.

# Theme: Quality Life Experiences

Franklin citizens are proud of their community. They want to assure it remains among the best places to live in the United States as a place envied for its engaging quality of life. People are invested in their neighborhoods as well as the city. They are willing to volunteer, participate, and support the many activities, recreational, and special events that bring people together as a community. Franklin's rapidly growing and increasingly diverse population, both in age and ethnicity, is both a strength as well as a challenge to the vision of our city. Our citizens understand the importance of ensuring the opportunity for anyone who works within our community to be able to live within our community.

A critical part of sustaining our unique sense of inclusiveness is ensuring that a range of housing options is available for varying income and demographic groups. As our boundaries spread, the efficient and effective varieties of land uses—residential, commercial, open space, and institutional—are critical components for sustaining our vibrant community. Our citizens are concerned that traffic is increasing faster everywhere – on major streets and in neighborhoods. They would like a balanced transportation system, more bicycle and pedestrian connections between residential neighborhoods and shopping districts or employment centers, and better transit options not only within the city but to the greater metropolitan region.

# Theme: Quality Life Experiences

## Policy Goals:

- Preserving Dynamic Diverse Engaged Neighborhoods: Franklin will be a place that provides a high quality of life standard for all citizens who choose to live and work here.
- Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.
- Meeting Transportation Needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including public transit, walking, biking, and driving.
- Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation among its peers.

Committee Team Chair: Lisa Clayton

# Theme: Sustainable Growth and Economic Prosperity

Franklin has a heritage of economic stability, defying many of the struggles faced in neighboring communities and the nation. This heritage is a result of a remarkable dedication to sustainable growth through thoughtful public policy decisions and well-managed developments. The community values having the diversity of high quality and high value places ---the mix of suburban and downtown shopping districts and plazas that serve the community needs and are magnets for out-of-town visitors; well-designed and maintained park and recreational gathering places that also focus on historical, cultural, or natural attributes; and opportunities to pursue a wide range of activities without leaving the community.

The city leaders also understand the importance of having a self-sustaining economic engine through collaboration and partnership with both private and public entities that support efforts that attract, retain and create quality jobs to ensure a diverse economic base, a resilient and growing tax base, and thriving neighborhoods.

# Theme: Sustainable Growth and Economic Prosperity

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## Policy Goals:

- Franklin will strategically manage its growth and the value of its assets.
- Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.
- Franklin will expand and retain business and job opportunities within the community as well as the county.

Committee Team Chair: Catherine Powers

# Next Steps



# The City of Franklin Strategic Visions

- **The City of Franklin, led by the Mayor and Board of Aldermen, is developing a new strategic plan to direct the advancement of the City's operations through the next two to three decades. The Mayor and Board of Alderman appreciate that this is a very special time in the history of Franklin, while enjoying a period of prosperity and community success, to set in motion plans that assure future generations have a Franklin that retains a vision that**
  - “Franklin will continually strive to be a community of choice for individuals, families, and businesses to grow and prosper through an excellent quality of life supported by exceptional, responsive, and cost-effective City services.”<sup>1</sup>
- **The goals for this project are to develop a plan and process whereby the Mayor and Board of Alderman provide a focus to the city's operations. The plan embraces tradition of values important to the citizens of Franklin:**
  - That our citizens desire to retain the character of an independent community more defined by their shared commitment to each other than a geographic place;
  - That our community is willing to pursue bold but attainable growth;
  - That our city leaders and employees promote accountability, integrity, openness, and transparency in the stewardship of our citizens' resources; and
  - That our community is engaged together in shaping the future of Franklin.

# The City of Franklin Strategic Visions (cont.)

**The architecture of this planning process is framed by four goals that embrace Franklin’s aspirations and values. For each goal there are observable or measurable sub-goals along with an indicator of the current level of achievement for that goal.**

At progressively deeper levels, each division of the City of Franklin will be responsible for setting more specific operational goals that will demonstrably advance the community goals. Ultimately, each employee will have goals that support the department or divisional goals such that the entire system is focused on advancing the same plan and support for the vision.

Modeling best practices from both the private and public sector, the plan is focused on defining our success in objective, measurable ways where our citizens can readily observe how resources are invested and how the return on that investment benefits the community. With implementation, the City will annually report of progress in meeting the goals and evaluate the direction the plan leads the city.

The Strategic Plan encompasses certain focused plans such as the Land Use Plan, the Capital Investment Plan, the Transportation Program plans, the Integrated Water Resource Plan, and others. In this sense, the Strategic Plan is also a “plan of the plans.”

# Franklin's Planning Environment

As we embarked on the strategic planning process, we framed our aspirations to maximize our current strengths and opportunities and minimize/address our weaknesses and threats. Goal-setting sessions with the Board of Mayor and Aldermen and the City Department and Division Heads produced the following observations about the current status of our community

## Opportunities

- +Engaged Citizens
- +Favorable National Reputation
- +Deep Heritage & History
- +Tourist Attractions
- +Media Coverage Favorable
- +Great Schools
- +Educated population
- +Leadership
- +Collaboration with Neighboring Cities
- +Sense of Community Identity
- +Strong sense of family
- +Growth of young professionals
- +Stable property Values
- +Growth in population & business
- +Lower taxes
- +Proximity to Nashville and State
- +Great Economy despite global downturn

## Strengths

- +Engaged BOMA
- +Good resources
- +Culture of citizen service
- +Good training and educational benefits
- +Skilled professional staff
- +Good technology
- +Good employee benefits

## Threats

- Growth can overwhelm services if not managed
- Belief that we depend on developers to be successful
- Over-dependence on sales tax as a single revenue source
- Expectations to deliver more services at same cost
- Old vs. New Franklin
- Fear of neighborhoods changing as the city grows to be more urban
- Higher costs of living preclude some from being able to choose -- Franklin as their home
- Education income gaps among residents
- Lack of diversity in race/national orientation and income
- Limited mass transportation
- An economy growing narrowly on professional and retail services

## Weaknesses

- Service fees don't meet costs of service
- Constant need for expensive technology upgrades
- Difficulty in providing all the services citizens expect
- Lack of adequate work space for employees in many areas
- Many employees don't live in the city and, therefore, don't experience as citizens the needs of the community

# Credits

A significant number of city leaders participated in the development of this draft of the City of Franklin strategic plan. They worked diligently to develop goals, objectives, and research data about the city and the county. For many, this was a new concept that required new ways of thinking about the city and planning for its future. During the development of the plan, dozens of ideas were considered, revised, and some eliminated. The leaders of these efforts were:

## **Strategic Planning Steering Committee**

Eric Stuckey, Lisa Clayton, Dave Rahinisky, Vernon Gerth, Rocky Garzarek, Milissa Reiersen, Russ Truell, Catherine Powers  
*(and Vicki Parr who kept everyone together)*

### **Committee Teams**

#### **Sustainable Growth and Economic Prosperity**

Catherine Powers (Chair)   Mike Lowe   Lanaii Benne   Shauna Billingsley   Joe York

#### **Quality Life Experiences**

Lisa Clayton (Chair)   Brad Wilson   Milissa Reiersen   Brian Wilcox

#### **An Effective City Government Providing High Quality Services**

Rocky Garzarek (Chair)   Steve Sims   Chris Bridgewater   David Parker   Shirley Harmon

#### **A Safe, Clean, and Livable City**

Dave Rahinsky (Chair)   Mark Hilty   Paul Holzen   Fred Banner   Becky Caldwell