

A Vision for 2033

Objectives for 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

THEMES

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.

Franklin will have safe neighborhoods supported by high quality police, fire, and emergency services and effective code enforcement.

- The Franklin Police Department will establish performance standards that help surpass current levels of low crime.
 - Goal: The violent crime rate in Franklin will remain at least half of the national average and decrease by 3% annually.

- **Benchmarks:** The National Violent Crime Rate for 2011 was 386 per 100,000 residents. The Violent Crime Rate in Franklin was 166 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).
- **Goal:** The property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.
 - **Benchmarks:** The Property Crime Rate Nationally was 2,908 per 100,000 residents. The Property Crime Rate in Franklin was 1,710 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).
- **Goal:** Franklin Police will establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.
 - **Benchmarks:** The National Clearance Rate for Violent Crimes in 2011 was 47 percent. The Violent Crime Clearance in Franklin was 76 percent (FBI, Crime in America, Uniform Crime Report).
 - **Benchmarks:** Nationally, the Property Crime Clearance rate was 18.6 percent .The Property Crime Clearance rate in Franklin was 33 percent (FBI, Crime in America, Uniform Crime Report).
- **Goal:** The Franklin Fire Department will provide a response time among the top quartile of Tennessee Benchmark cities (TEMBP).
 - **Baseline:** Average Total Response Time in 2012 was 5.49 minutes (Source: Computer Aided Dispatch Data) – (This metric captures total response time form the receipt of the call by dispatch until the first fire unit arrives on the scene for the designated period.)
- **Goal:** The Franklin Fire Department will reduce property fire loss per \$1 million of appraised value.
 - **Baseline:** Fire Loss per \$1 million of Appraised Value was \$87.26 in 2012. – (This measures fire loss in dollars per \$1 million of appraised value of real and personal property in the covered district. The appraised value reflects tax records, which have exempt properties shown with \$0 value.)

Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.

- **Goal:** Franklin will increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey
 - **Baseline:** Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.
- **Goal:** Franklin will reduce the number of cases and days it takes to resolve identified property maintenance violations.
 - **Baseline:** The number of cases reported for property maintenance violations in 2012 was 179 (Neighborhood Resources & Property Maintenance)

- Baseline: The current number of days to respond and resolve citizen requests regarding property maintenance for service in 2012 was 21 (Neighborhood Resources & Property Maintenance)
- Baseline: 70.4% percent of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total) (Neighborhood Resources & Property Maintenance).

Franklin will provide high-quality water and wastewater treatment services that will meet the needs of our growing community.

- Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services)
 - Goal: To have a reliable, efficient, and scalable infrastructure
 - Baseline: Baseline energy costs for water and sewage delivery is \$1,595,352 (FY2012 sum actual expenditures from water fund and wastewater fund)
 - Baseline: Baseline of unaccounted water within the system is 20.8% (FY2012)
 - Baseline: Baseline of sanitary score is 97 (2012)
- Franklin will continue to meet or exceed regulatory requirements for water quality.
 - Goal: To have no violations of regulatory requirements for water quality.
 - Baseline: Zero water quality violations in 2012. (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)
- Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042.
 - Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.
 - Baseline: 5% completed (2012). (Franklin Integrated Water Resource Plan.)
 - Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013).

Franklin will be a model for environmental quality and a sustainable city.

- Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.
 - [Baseline: Achieved Goal status, 2013]
- Goal: Franklin will be named as a “Smarter City” by the Natural Resources Defense Council for sustainability (the first in Tennessee).
 - Baseline: To review the criteria for becoming a “Smarter City” and apply for recognition. See: <http://smartercities.nrdc.org/rankings/scoring-criteria>
- Goal: To reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015.

- Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)
- Goal: Franklin will reduce government agency use of electricity by 20% by 2020.
 - Baseline: Current annual kilowatt consumption by Franklin municipal facilities and operations for 2012 was 17.9 million kWh for cost of \$2.78 million (Finance Department).
- Goal: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.
 - Baseline: Franklin has nine (9) LEED certified buildings currently as of 2013 (www.usgbc.org/LEED).

Franklin will be a leader in residential recycling efforts.

- Goal: To increase the percent of diversion through the “blue bag” recyclable program by 3% per year.
 - Baseline: Current diversion of blue bag tonnage was 16% as a percent of the total tons of household garbage collected by City of Franklin. (March, 2013).
- Goal: To reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.
 - Baseline: Current household participation was 49% as a percent of the total number of household refuse stops by the City of Franklin. (March, 2013)
- Goal: To reduce dangerous and polluting chemicals in our city by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)
 - Baseline: As of 2012, collections were: Batteries = 9,341 lbs.; Oil = 576 gallons; Paint = 142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.

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.

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 will develop a quality level of service expectation for its citizens.
 - Goal: To have 90% citizen satisfaction rated excellent/good for services as reported by community survey.
 - Baseline: Data to be collected in next community survey.
- Franklin will have a dynamic social media presence to increase effective communication with the public.
 - Goal: To continue to increase the public's use of social media forms of communication with the City of Franklin.
 - Baseline: Current communication contacts with citizens through website hits-32,662; social media: Facebook followers- 7,462, Twitter followers - 4350, YouTube views - 38,664.
- Citizens will have online access to city services.
 - Goal: To enhance online services for citizens.
 - Baseline: The City of Franklin currently has 100 services available for citizens to complete online in 2013.

Franklin government will seek diversification and efficiencies of revenue sources to fund its aspirations.

- Goal: Franklin will create a favorable climate for necessary taxes and fees by assuring assures an equitable and balanced commercial, industrial, residential tax base without a risky dependence on a single dominant revenue source.
 - Baseline: To determine the optimal proportion of revenue sources necessary to balance equitable payment for growth.
- Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody's, Fitch, and S&P).
 - Baseline: As of 2012, Moody's and Standard & Poor's have rated Franklin at AAA.

The City of Franklin will have a talented, diverse, and engaged workforce.

- Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.
 - Goal: To attract talented workers, the City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.
 - Baseline: 2012 average salary is 92.1% of target market index.
 - Goal: To actively recruit and retain a workforce representative of the community.
 - Baseline: 2012 demographic employment profile for City of Franklin: 21% female (City population average is 52%); 6.6% minority (15.6% for city population). City data based on 2010 U.S. Census data. Minority includes all census group classifications which was 9,774 of 62,487 population.

- Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.
 - Goal: To have a safe and healthy workplace.
 - Baseline: 21 Franklin employees had accidents in FY 2013.
 - Baseline: Number of lost work days by employees in FY2013. [Need data.]
 - Goal: To have effective training and development objectives within every employee’s work plan
 - Baseline: Number of certificates earned or renewed by employees in 2012. [Need data]
 - Baseline: Number of credit hours reimbursed for employees in 2012-13 was 345.
 - Baseline: Percent of employees with a training and development objectives in their work plan. [Need data]

Quality of 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.

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.

- Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.
 - Goal: To have 90% or better of citizens who consider Franklin’s quality of life to be excellent/good.
 - Baseline: 94% of citizens responding to community survey considered the overall quality of life to be excellent/good. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

- Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.
 - Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.
 - Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.
 - Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.
 - Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).
- Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.
 - Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.
 - Baseline: 9% of citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.

- Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin
 - Goal: Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.
 - Baseline: Complete Housing Analysis and establish goals based on data from the analysis.

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.

- To reduce citizen perception of traffic congestion in Franklin
 - Goal: To reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.
 - Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- To be a community that promotes walking, jogging, and cycling.
 - Goal: To increase the Walkability Index Score for Franklin.

- Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in walkfriendly.org.
<http://www.walkfriendly.org/communities/community.cfm?ID=70> and <http://www.walkscore.com/TN/Franklin>
- Goal: To become a more bicycle friendly community.
 - Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.
- To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services
 - Goal: To increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.
 - Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)
 - Goal: To increase the number of riders using the Franklin Transit Authority.
 - Baseline: 52,034 riders in 2009 (Last data available on Nashville MPO site).
 - Goal: To reduce the number of days of air quality nonattainment in the City of Franklin.
 - Baseline: [none: need data point related to air quality].

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.

- Goal: To improve ranking as one of the 100 Best Places to live in the United States.
 - Baseline: Ranked of 52 (CNN Money Magazine, 2012).
- Goal: To improve ranking as one of the top 10 communities providing for historic preservation in the U.S.
 - Baseline: Rank as 4th in nation for historic preservation (Preservation Network, 2012)
- Goal: To improve ranking as one of the top business-friendly cities in Tennessee.
 - Baseline: Ranked as 2nd in Tennessee (Beacon Center for Tennessee, 2012).
- Goal: To remain one of the top rated healthy cities in Tennessee.
 - Baseline: Ranked 1st. (Robert Wood Johnson Foundation, 2012)
- Goal: To exceed the National Recreation and Park Association standard for park space within a community (current standard is 6 acres per 1,000 citizens of park space).
 - Baseline: 11.28 acres per 1,000 citizens (Parks Department).

- Goal: To remain below the national Cost of Living Index of 100.
 - Baseline: 89 on index of 100 (Williamson County Chamber of Commerce).
- Goal: Maintain status as a Tree City U.S.A.
 - Baseline: Satisfy National Standards of maintaining a tree board, tree care ordinance, a community forestry program, and observation and proclamation of Arbor Day annually (Parks Department).
- Goal: To improve ranking as one of the best cities for start-up businesses in the United States.
 - Baseline: Ranked top 50 in the nation (http://images.businessweek.com/ss/09/03/0327_smallcity_startups/43.htm).
- Goal: To achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.
 - Baseline: City of Franklin has not yet received this recognition. (American Association of Retirement Communities)
- Goal: To reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).
 - Baseline: The 2010 census shows 7.4% of citizens live in poverty in Franklin (2010 Census).

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.

Franklin will strategically manage its growth and the value of its assets.

- Goal: To have 80% or better of citizens reporting satisfaction with the managed growth of the community.
 - Baseline: Citizen Perception reported through community survey.
- Goal: Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.
 - Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)

- Goal: To increase the assessed valuation per square mile for land in City of Franklin
 - Baseline: Current assessed valuation per square mile is \$77,787,427 (Based on 41.28 sq. miles and property assessed value of 2012 of \$3,211,064,976. Finance Department)

Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.

- Opportunities for increasing tourism experiences.
 - Goal: To increase tourist visits to Franklin.
 - Baseline: Carnton Plantation, Carter House and Lotz House had 80,000 visitors in 2012 (www.carnton.org).
 - Goal: To increase private investment in Franklin’s Historic Area.
 - Baseline: Franklin issued 116 Certificates of Appropriateness for construction in 2012 (Planning and Sustainability).
 - Baseline: The value of investment dollars from COA’s for 2012 was \$7,565,260 (This number only reflects the valuations associated with the permits that been pulled as of this date and not projects without application for building permits. Planning and Sustainability)
 - Goal: To increase the number of participants in conventions, conferences, and meetings in the Conference Center
 - Baseline: [Need 2012 fiscal year data on number of participants or equivalent proxy]
- Opportunities for revenue enhancements through tourism and sales revenues.
 - Goal: To increase the revenue generated from Hotel/Motel taxes.
 - Baseline: Franklin received \$2,193,109.16 in Hotel/Motel Tax for the 2012 Fiscal Year (Department of Finance)
 - Goal: To increase sales tax revenue money greater than the annual state-wide sales tax growth.
 - Baseline: \$24.197 million in sales tax revenues were collected by the City of Franklin in 2012. (Financial Reports from City Finance Department)
 - Goal: Franklin will increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center
 - Baseline: [Review Conference Center data for appropriate metrics]

Franklin will expand and retain business and job opportunities within the community as well as the county.

- Encourage job growth and retention within the city.
 - Goal: To increase the number of jobs in the city over the previous year.
 - Baseline: Franklin reported 33,750 total employment in June 2013. [Civilian Labor Force Summary, Labor Monthly Report, July 2013].
 - Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.

- Baseline: Franklin's unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).
- Encourage expansion and retention of business opportunities in the City of Franklin.
 - Goal: To increase the net number of business licenses within the city over the previous year.
 - Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management)
 - Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).
 - Goal: To increase the number of small businesses over the previous year.
 - Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)
 - Goal: To increase the number of businesses with more than 100 employees over the previous year.
 - Baseline: Franklin has 50 businesses with more than 100 employees (Williamson County Chamber of Commerce).
 - Goal: To increase the success of Fortune 1000 companies located in Franklin over the previous year.
 - Baseline: The number of local people employed by Fortune 1000 companies in Franklin was 11,971 (2012).
 - Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.
 - Baseline: Franklin retail and commercial vacancy rate for 3rd Q 2013 was 3.8%. Nashville MSA rate was 9.4%. Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProsper.com)