



Franklin Forward

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.”

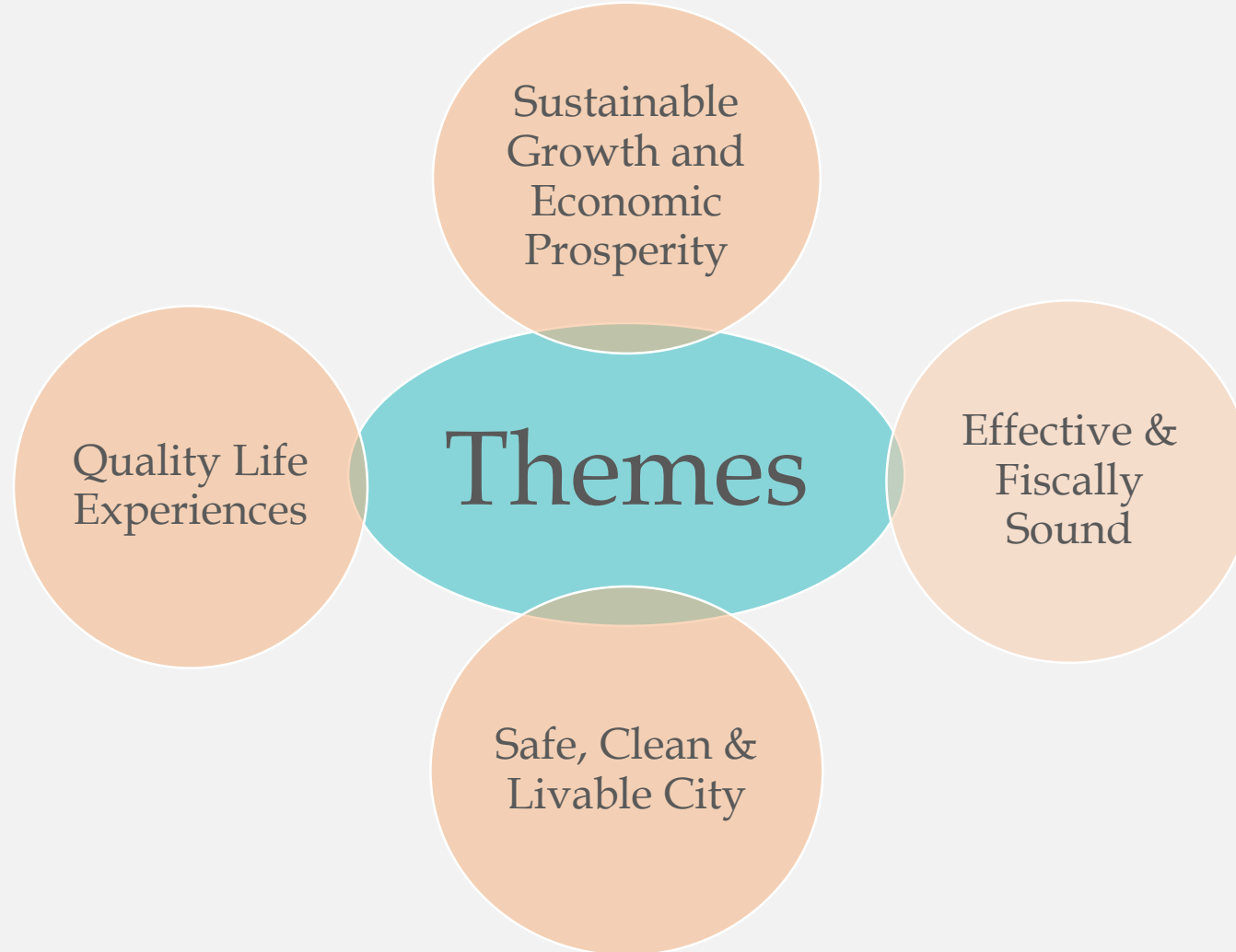
❖ A plan that supports traditions important to our citizens:

- 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

Evaluate Results

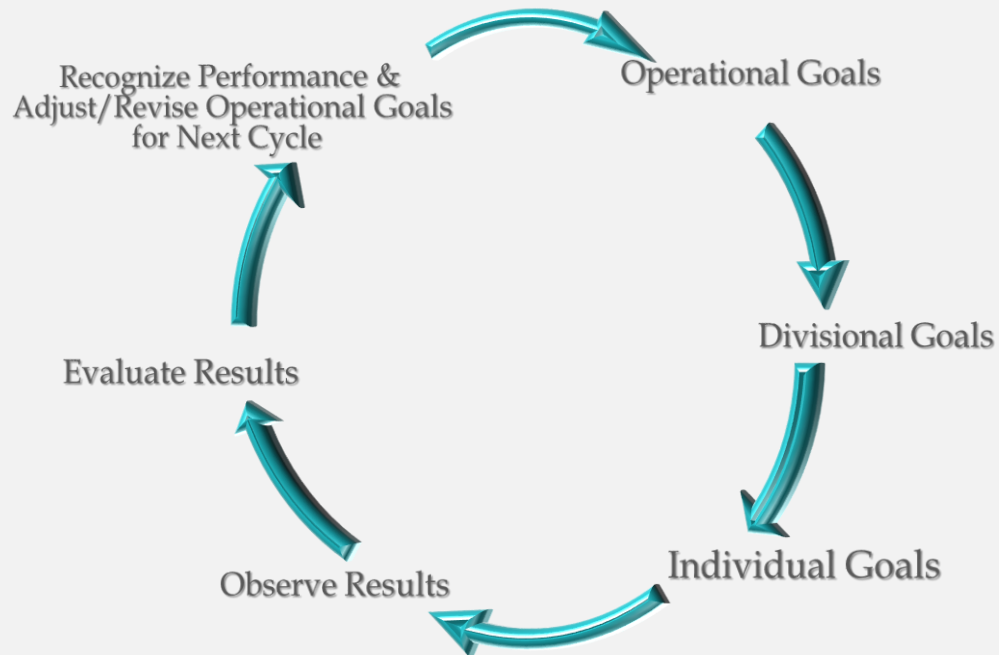
Policy
Goals

Divisional Goals

Observe Results

Individual Goals

Architecture of Planning



- Gives stability through design of policy goals
- Provides overarching goals for City's other planning initiatives (i.e., water resource, transportation, capital improvements)
- 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 the City and City operations

Theme: A Safe, Clean, and Livable City

Having a safe, clean, and livable city is a primary requisite for our citizens and they are supportive of the means necessary to assure the idyllic yet 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 quality of our police, fire, and emergency response teams. We 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 as we deliver essential services while preserving 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 as well as 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 for their government. As the city continues to grow, it must remain 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 integrate new ideas and tools that will improve service delivery and operational efficiency while maintaining the sense of personal touch our citizens have come to expect.

The City of Franklin understands that in this 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 salaries and benefits along with opportunities for ongoing training and professional development in order to meet future needs. Employees will be encouraged to become adaptable, take initiative and keep their skills current through organization-wide initiatives and individual development. They will also need to continue to build their ability to serve our increasingly diverse community.

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

Policy Goals:

- The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they 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 it to remain among the best places to live in the United States—a place envied for its engaging quality of life. People are invested in their neighborhoods as well as in the city. They willingly volunteer, participate, and support the many activities, recreational pursuits, and special events that bring them 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 that everyone who works within our community is 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 expand, 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 congestion is increasing everywhere—on major streets and in neighborhoods. They would like a functional 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 connecting the greater metropolitan region.

Theme: Quality Life Experiences

Policy Goals:

- Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life 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 driving, public transit, walking, and biking.
- Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.

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 other communities and the nation. This heritage is a result of a dedication to sustainable growth through thoughtful public policy decisions and well-managed developments. The community values the diversity of high-quality and high-worth places—the mix of suburban and downtown shopping districts that serve the community’s needs and are magnets for out-of-town visitors; a vibrant corporate and office environment that is the home to industry-leading businesses of all sizes; well-designed and maintained parks 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.

City leaders also understand the importance of having a self-sustaining economic engine that through collaboration and partnership with both private and public entities supports 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

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 Board of Mayor and 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 the Board of Aldermen appreciate the unique opportunities of this time in Franklin’s history. While the community is enjoying a period of prosperity and success, City leaders are committed to set in motion plans so that 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.”¹

- **The goal for this project is to develop a plan and process whereby the Board of Mayor and Aldermen provide a focus to the city’s operations. The plan embraces a tradition of values important to the citizens of Franklin:**
 - that our citizens desire to retain Franklin’s unique identity and character as continue an important player in the Middle Tennessee region and beyond;
 - 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 strives to be 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 or objectives along with an indicator of the current level of achievement for each goal.

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

Modeling best practices from both the private and public sectors, the plan is focused on defining our success in objective, measurable ways so our citizens can readily observe how resources are invested and how the return on our investment benefits the community. With implementation, the City will annually report 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 director/managers produced the following observations about the current status of our community.

Opportunities

- +Engaged Citizens
- +Favorable National Reputation
- +Deep Heritage & History
- +Tourist Attractions
- +Favorable Media Coverage
- +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 Government
- +Strong 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, making Franklin more vulnerable to economic change
- 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 Reierson, 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 Reierson 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