



HISTORIC  
FRANKLIN  
TENNESSEE

ITEM #22  
BOMA  
08/10/2010

## MEMORANDUM

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July 23, 2010

TO: Board of Mayor and Aldermen

FROM: Eric Stuckey, City Administrator *Eric*

SUBJECT: Performance Evaluation

During the first quarter of 2010, I met with Mayor Schroer and each Alderman one-on-one to discuss my performance as City Administrator. Accomplishments for the City of Franklin were provided as a background document (attached). Through this memorandum I will attempt to summarize the feedback provided to three core questions:

- *What has gone well?*

Generally, BOMA members felt that I had been well accepted by the staff and the community as City Administrator. Generally, it was expressed that my managerial approach and professionalism are a “good fit” for the job and the organization. The work performed in developing Board-approved financial policies related to reserve levels and debt capacity were highlighted as was the achievement of triple-A bond ratings from both Moody’s and Standard & Poor’s. The development of both capital investment priorities and a corresponding funding plan was identified as an important improvement. The needed budget reductions implemented in response to the economic downturn over the past two fiscal years were seen as appropriate, balanced and well-thought-out. Overall, comments indicated that we have established a solid framework for the future of the city organization and the community.

While there is continued opportunity for improvement, good information flow has been provided to the Board and staff team. Operational improvements were highlighted such as the development of a long term year-by-year city street resurfacing program, the development of an affordable recycling program, support of sustainability efforts, improved performance within our water management area, and the pursuit of an integrated water resource plan. Cooperative efforts with Brentwood (Fire automatic aid) and Williamson County (BOPAE) were also seen as positives. The implementation of Civil Treatment training for all employees was identified as an enhancement to the work environment.



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- *What were challenges or opportunities for improvement?*

Board members also identified areas where improvements could be made in performance. While the flow of information was identified as a positive overall, many on the Board felt that there are still opportunities for improvement. Agenda materials, while improved and helpful in general, could at times be more timely and more inclusive of the full, objective information needed by the Board in decision making. Also, there needs to be ongoing follow-through on various Board information requests. Additional focus on customer service and responsiveness to citizens was identified as another opportunity for continued improvement. Some Board members expressed an interest in receiving more information regarding TML and other state, national and regional organizations that could assist them in serving the community.

- *What should the City Administrator focus on going forward?*

Some Board members expressed a desire to collectively identify objectives for the City Administrator and the organization as a whole. Continuing efforts to enhance the responsiveness and customer service orientation of the City of Franklin was identified as an important priority. The City Administrator and his team should build on the accomplishments of the past year and focus on long term needs of the organization and the community. The challenges of limited resources and many needed capital investment projects will be present for some time. The City should also look for options to better diversify and decrease the City's dependence on sales tax revenue.

In conclusion, I would like to thank Mayor Schroer and the Aldermen for the confidence they have placed in me and for the support they have shown me over the past 18 months. It has been my honor to serve the citizens of Franklin as City Administrator and to work with our remarkable staff. Our staff team is truly our greatest resource and I am proud to work alongside them each day. Any accomplishments we have achieved over the past 18 months has been due to their efforts, talents and dedication. I look forward to the years ahead as together we build Franklin's promising future.

## 2009 City of Franklin Accomplishments

### Financially Stable City Government

- The City of Franklin maintained its AAA bond rating from Moody's and added a second AAA rating from Standard & Poor's for the first time.
- Successful development and adoption of debt and reserve policies by the Board.
- Adoption of the 2009-10 Budget at an 8% reduction from the prior year's budget.
- Mid-Year budget (2008-09) reductions identified by all City departments and adopted by the Board.
- Successfully completed the sale of \$44 million of 20-year bonds at a net interest rate 3.17%.
- For the 20<sup>th</sup> consecutive year, the City developed a budget without a property tax increase. Franklin has the lowest city property tax rate of any city in Tennessee with a population of 25,000 or greater.
- The City conducted 42 auctions of surplus property netting over \$185,000.
- The purchasing card program consolidated transaction (13,162 processed by Purchasing) resulting in a rebate of approximately \$25,500.

### Public Safety

- Improved Fire Protection rating to ISO Class 2, placing the City of Franklin in the top 1% in the country.
- Automatic Aid Agreement developed and approved with the City of Brentwood. The Greater Nashville Regional Council recognized this achievement with their Public Safety Award for Interlocal Cooperation.
- Fire Department implements video conferencing capability to improve efficiency and enhance training.
- Approved the migration to a fully digital 911 and emergency dispatch system creating true system redundancy for the first time.
- Implemented an Automatic Vehicle Locator system for Police and Fire, improving the capability of dispatch to accurately deploy emergency services in an efficient and effective manner.
- Preliminary 2009 crime data shows a slight increase of .4% in overall crime. While this is a slight increase compared to 2008 this number is less than overall crime reported in 2007. Decreases in crime are reported in aggravated assault (-7%), robberies on persons (-84%) and residential burglaries (-15%).
- For 2009 the Franklin Police Department recorded a 48.5% clearance rate (cases cleared compared to total cases filed). This is an improvement over the 2008 clearance rate of 44.79% and far outpaces the state-wide rate of 34.13%.
- Franklin Police launched an Anonymous Text Tip program, the first in Tennessee. The program also gained national attention including a CNN story and live interview.
- Franklin traffic unit was recognized as the best in Tennessee and third in the United States for agencies under 250 officers.
- Franklin K9 unit officers received first and second place in the region and tenth overall in the nation from the US Police Canine Association.

## **Growth Management and Economic Development**

- Franklin was recognized by Business Week as one of the top 50 cities in America to start a small business.
- Franklin was identified as one of the “Dozen Distinctive Destinations” for 2009 by the National Trust for Historic Preservation.
- Continued monthly work sessions with design professionals/developers to facilitate communication and problem solving with the development community.

## **Infrastructure maintenance and investment**

- Updated the Board’s Capital Investment priorities and adopted the 2010-14 CIP Funding Plan for general capital and stormwater.
- Implementation of Wenn-Soft and MS Project programs to provide for integrated tracking of Capital Investment projects.
- Completion of the Carothers Parkway Phase II improvements from Murfreesboro Road (96-East) to Moores Lane.
- Completion of Royal Oaks/Highway 96 (Murfreesboro Road) intersection improvements (six month ahead of schedule).
- Completion of the Third Avenue North and Fifth Avenue North Corridors and Connectors (Streetscape) project.
- Stormwater Maintenance Division (Streets) completed 45 drainage projects.
- Water, wastewater and reclaimed water projects totaling \$5.65 million were approved for participation in the State Revolving Loan Fund program. ARRA (stimulus) funding will provide 40% loan forgiveness along with a low interest loan for the remaining funding, which will be repaid over 20 years. This loan forgiveness amounts to \$1.26 million in funding for these projects that will enhance our drinking water, wastewater and reclaimed water systems.

## **Sustainable Community**

- Adoption of the Community Sustainability Plan and creation of the City’s Sustainability Commission.
- Over 6,500 cubic yards of leaves were collected and approximately 2,800 of compost was generated and used throughout the City.
- Initiated an Integrated Water Resource Planning process.
- The City of Franklin was awarded \$593,700 of stimulus funding from the Department of Energy’s Energy Efficiency and Conservation Block Grant.
- The City and Williamson County jointly created a year-round drop-off site (Monday through Friday) for BOPAE (Batteries, Oil, Paint, Automotive and Electronics) waste.
- Put an electric police vehicle on the streets for parking enforcement.
- Water’s leak detection program identified and repaired leaks that otherwise would have resulted in the loss of 40 million gallons of treated water in a year.
- Initiated a public awareness campaign for water conservation. The Water Hog/Water Hero campaign has been brought to various public events and to elementary schools through a partnership with the school systems and Belmont University.

- City operations Action Plan developed and presented. Each City department identified sustainability initiatives in the 2009-10 Budget.

### **Neighborhood Vitality/Vibrant Downtown**

- Designation by the American Planning Association (APA) of Franklin's Historic District as one of the top ten "Great Places in America."
- Facilitated the adoption of three ordinances in support of affordable housing initiatives: Fair Housing Ordinance, Barrier Free Construction Ordinance and Graffiti Ordinance.
- Funded and administered completion of repairs to 18 homes through the Emergency Repair Program.
- Update of Franklin's Central Area Plan completed.

### **Recreational and Leisure Opportunities**

- Adoption of Franklin's first Greenway and Open Space Plan.
- Opening of the Park at Harlinsdale, Liberty Park Disc Golf Course and Playground, and the Aspen Grove pergola/sitting area (constructed by in-house crews).
- Coordinated 70 outside special events, 30 athletic events, and five tournaments hosting more than 10,000 participants.
- Planted 471 trees in the parks system in 2009.
- Park facility renovations were completed including: Tinkerbelle Playground (including installation of three new components), restrooms at Liberty, Jim Warren and Aspen Grove, two football fields and baseball field.
- Tree City USA designation.

### **Quality City Services**

#### **Enhanced community services**

- Civil Treatment Training implemented for all employees conducted by City of Franklin staff.
- Appointment of Becky Caldwell as Solid Waste Director and Catherine Powers as Planning and Sustainability Director.
- Adoption of an updated Human Resources Manual.
- Uninterrupted Power Supply backup systems were installed by the Traffic Division at five key intersections eliminating maintenance calls, saving overtime and enhancing safety for the public.
- Provided seminars for general and electrical contractors to cover new versions of International Codes and procedures/process to work in the City.
- Initiated the "Buck-A-Bag" program in November 2009.
- Implementation of an on-line Citizen Request System.
- Through various capital improvement projects, the requirement to pump and haul in the Highlands at Ladd Park and Stream Valley Subdivisions is no longer necessary.
- Established a City-wide safety committee and implement our first Employee Safety Fair. Implemented an enhanced e-discovery system (Mimosa).

- Developed and BOMA approved a disaster recovery plan for IT systems to be implemented during the first part of 2010.

#### **Improved responsiveness and efficiency**

- An inventory of City roadways was completed and a 12-year maintenance schedule established for resurfacing throughout the City of Franklin.
- The capacity of the City sign shop was significantly enhanced allowing in-house staff to produce most all signage and banners at cost far below outside contractors.
- In-house crews completed office renovations for five inspectors and completed a facility addition to the City's salt storage facility saving approximately \$35,000.
- Building and Neighborhood Services was commended by U.S. Department of Housing a Urban Development (HUD) for overall administration of Community Development Block Grant (CDBG).
- Building and Neighborhood Services and Law worked together to abate major nuisance properties on Downs Boulevard and West Main Street and at Orleans Estates.
- For the first time, the City of Franklin received Distinguished Budget Award from the Government Finance Officers Association (GFOA).
- For the 18<sup>th</sup> consecutive year, the City received the GFOA award for financial reporting.
- Initiated a fuel hedging program with Metro Nashville.
- Over 16,000 tons of asphalt was applied to streets throughout the City for resurfacing and pothole repairs.
- Incorporated performance measures for each department in the 2009-10 Budget.
- For the first time weekly safety training was implemented within the Solid Waste Department.
- The Water Management Department received a Sanitary Survey Score of 96, the highest score in 12 years and matching the highest score over the last 20 years.
- The City of Franklin Water Treatment Plant was nominated for Small Water Treatment Plant of the Year for the Kentucky/Tennessee region.
- In 2009, over 700 million gallons of water was produced at the Franklin Water Plant, compared to 500 million gallons in 2008.
- The Special Events Committee processed 42 special events applications.

#### **Enhanced Communications**

- Enhanced proactive media efforts. Producing 73 media releases between January and November that generated 208 news stories. The City had a total 424 stories in the media where Franklin was mentioned positively and 47 where Franklin was mentioned negatively.
- Initiated a weekly E-brief to employees to enhance communication across the organization.
- Provided Weekly Updates to the BOMA to help keep elected leaders informed of various issues.
- Launched an updated City seal and logo to provide a unified look throughout the organization.
- Developed a new television news program, The City Insider, to help keep citizens informed.
- Initiated the complete redesign and update of the City website. The new site will be launched in January 2010.
- Developed a City-wide media policy to assist departments in how to effectively respond to media inquiries. Also communicated this new approach to the media.