



**City of Franklin | Proposal for Strategic Action Plan for Creating Affordable Housing Options
| April 2018 |**

Goal: To build a community-led strategic action plan for the city of Franklin to expand affordable housing options.

Approach: Strategy and Leadership, LLC would facilitate this effort through working with city officials and identified key stakeholders and using a collective impact model to plan and conduct the planning process, engage key community leaders and create the planning document.

Collective Impact is a model that understands and incorporates the process of building both engagement and commitment towards a specific end. The process involves several steps:

1. Identifying the key stakeholders
2. Identifying needed information and ways of obtaining
3. Creating a common agenda or vision
4. Identifying structure and communication vehicles to build trust
5. Identifying key metrics and measurement systems
6. Identifying needed actions and activities
7. Identifying a backbone organization to help coordinate, track, and communicate

Create a Steering Committee: Building a Common Agenda and Guiding Principles Timeline: April - June

The first step is to identify and convene a steering committee. Members could represent non-profits working in the housing field, housing development professionals, elected and city officials, and others. The role of this committee would be to coordinate the work, ensure the right people are at the table, bring needed resources and monitor work and progress.

Identify Needed Data June

Timeline: August - September

The Steering Committee would begin to identify and collect needed data on the current status, best practices, and other needed information.

Build a Common Vision and Communication Process

Timeline: September-October

The steering committee would guide this process, identify who needs to be involved and the appropriate mechanism which could include focus groups, surveys, interviews and visioning sessions. Part of the process would be to build the communication vehicles and messaging out to key stakeholders and the community.

Identify Short and Long-Term Strategies and Goals

Timeline: September- October

Once a common vision is in place, key short and long-term strategies and actions would be identified, along with timelines responsibilities and metrics of success. The group will identify how they will work together in the future, identify needed leadership roles and possible back bone organization.

Final Report

Timeline: December

Upon completion of the planning process, a final report would be created and shared

Consultants and Cost

The cost would be \$24,500.00 which includes all meetings, facilitation, follow-up, coordination, as well as documentation. Both Liz Allen Fey and Rachel Moore-Beard of Strategy and Leadership, LLC would have active roles to insure the ongoing communication and coordination needed for a successful initiative.