

Franklin Forward - Review of Themes, Sub-Themes and Goals

Department	Existing Goal	Theme Team Recommendation
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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.

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

Police	Goal: The violent crime rate in Franklin will remain at least half of the national average and decrease by 3% annually.	<i>Verdict: Keep as is, but Refine. Delete "decrease by 3% annually" and simply tie goal to staying "below" 50% of the national violent crime rate instead of "at least half". Revise Benchmark annually for latest information.</i>
	Goal: The property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.	<i>Verdict: Keep as is, but Refine. Delete "decrease by 3% annually" and simply tie goal to staying "below" 50% of the national violent crime rate instead of "at least half". Revise Benchmark annually for latest information.</i>
	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.	<i>Verdict: Keep as is, but Refine. Delete "decrease by 3% annually". Revise Benchmarks annually for latest information.</i>
Fire	Goal: The Franklin Fire Department will provide a response time among the top quartile of Tennessee Benchmark cities (TMBP).	<i>Verdict: Keep as is.</i>
	Goal: The Franklin Fire Department will reduce property fire loss per \$1 million of appraised value.	<i>Verdict: Keep as is.</i>
Planning	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	<i>Verdict: Keep as is.</i>
BNS	Goal: Franklin will reduce the number of cases and days it takes to resolve identified property maintenance violations.	<i>Verdict: Keep as is, but Refine. See below:</i>
	Baseline: The number of cases reported for property maintenance violations in 2012 was 179 (Neighborhood Resources & Property Maintenance)	<i>Verdict: Delete. Number of cases do not show effectiveness.</i>
	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)	<i>Verdict: Keep as is.</i>

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	Baseline: 70.4% percent of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total)	<i>Verdict: Modify. Eliminate 10-day clearance Rule; BNS will come up with another primary measure of effectiveness.</i>
Franklin will provide high-quality water and wastewater treatment services that will meet the needs of our growing community.		
Water & Sewer	Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services)	
Water & Sewer	Goal: To have a reliable, efficient, and scalable infrastructure	<i>Verdict: Keep as is, but Refine. See below:</i>
	Baseline: Baseline energy costs for water and sewage delivery is \$1,595,352 (FY2012 sum actual expenditures from water fund and	<i>Verdict: Keep, but perhaps look at refining to kwh or cost per capita.</i>
	Baseline: Baseline of unaccounted water within the system is 20.8% (FY2012)	<i>Verdict: Keep as is. Do define what accounted for water means online and in narrative.</i>
	Baseline: Baseline of sanitary score is 97 (2012)	<i>Verdict: Keep as is. Do define what sanitary score is online and in narrative. Staff will research what other meaningful measures that show efforts of conservation. Such as: Average Residential Customers Consumption (monthly or annual) and compare it to other state or national averages. Also, perhaps look at level of capital investment in Franklin vs. National investment or standards.</i>
Water & Sewer	Franklin will continue to meet or exceed regulatory requirements for water quality.	
	Goal: To have no violations of regulatory requirements for water	<i>Verdict: Keep as is.</i>
Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042.		
Water	Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.	<i>Verdict: Eliminate. See Below</i>
	Baseline: 5% completed (2012). (Franklin Integrated Water Resource Plan.)	<i>Verdict: Eliminate. Impossible to measure. Retain narrative language online about IWRP, but do not tie a measure to it.</i>
	Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013).	<i>Verdict: Eliminate. Not a useful measure to say you adopted a schedule.</i>
Franklin will be a model for environmental quality and a sustainable city.		
Water & Sewer	Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.	<i>Verdict: Keep as is.</i>
Planning	Goal: Franklin will be named as a "Smarter City" by the Natural Resources Defense Council for sustainability (the first in Tennessee).	<i>Verdict: Eliminate. Not measurable once City decides to join. No ongoing strategic planning value.</i>
Fleet	Goal: To reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015.	<i>Verdict: Keep as is.</i>

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Facilities	Goal: Franklin will reduce government agency use of electricity by 20% by 2020.	<i>Verdict: Modify. Perhaps consider removing W&S costs within this amount. And tie it to net electrical usage – sans the generation facilities the city has. And consider tying to a per capita measure as well.</i>
Planning	Goal: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.	<i>Verdict: Keep as is.</i>

Franklin will be a leader in residential recycling efforts.

Sanitation	Goal: To increase the percent of diversion through the "blue bag" recyclable program by 3% per year.	<i>Verdict: Keep as is, but eliminate the words "blue bag" and work on redefining the language used about the region goal of 25% if waste diverted from a Class I landfill.</i>
Sanitation	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.	<i>Verdict: Keep, but modify to: "To reach 75% participation by 2030 in the residential curbside recycling program." Eliminate the 3% annually language.</i>
Sanitation	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)	<i>Verdict: Modify to only say: "Reduce dangerous and polluting chemicals in our city by collecting BOPAE (batteries, oil, paint, antifreeze, electronics).</i>

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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.

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

	Franklin will develop a quality level of service expectation for its citizens.	
Administration	Goal: To have 90% citizen satisfaction rated excellent/good for	<i>Verdict: Keep as is.</i>
	Franklin will have a dynamic social media presence to increase effective communication with the public.	
Communication	Goal: To continue to increase the public's use of social media forms of communication with the City of Franklin.	<i>Verdict. Keep but modify...first, change word "dynamic" to "maintain". Second, begin to measure engagement by using "reach" as a statistic. Need to explain what reach is, but more effective measure of social media reach. Third, change phrase "to increase" to "to foster". Correct YouTube 'upload views' to 'video views'. Milissa will do a survey of her cohorts to see what primary measures they use.</i>
	Citizens will have online access to city services.	
IT	Goal: To enhance online services for citizens.	<i>Verdict: Unresolved. The measure is calculated by adding up the number of options citizens can ask about/reference using the online customer portal. Consider defining and keeping, and/or adding total online interactions (Jordan stated there have been over 14,000 interactions on the online portal since January 1).</i>

Franklin Forward - Review of Themes, Sub-Themes and Goals

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Franklin government will seek diversification and efficiencies of revenue sources to fund its aspirations.		
Finance	Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without a over-dependence on a single dominant revenue source.	<i>Verdict: Modify; eliminate "Optimal Proportion of revenue sources" and replace with property valuation. Diversified tax base is another good measure of a communities stability.</i>
Finance	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).	<i>Verdict: Keep, but add W/S Credit as well. Show total months at each rating.</i>
The City of Franklin will have a talented, diverse, and engaged workforce.		
	Franklin will seek to attract and retain high quality employees whose	
Human Resources	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.	<i>Verdict: Keep as is.</i>
Human Resources	Goal: To actively recruit and retain a workforce representative of the community.	<i>Verdict: Keep as is.</i>
	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.	
Human Resources	Goal: To have a safe and healthy workplace.	<i>Verdict: Keep as is. Perhaps look at dollar rebate earned from Workers Comp. for low # of accidents.</i>
Human Resources	Goal: To have effective training and development objectives within every employee's work plan	<i>Verdict: Modify. Perhaps look at number of employees with certificates, or major work objectives in their work plan.</i>

Franklin Forward - Review of Themes, Sub-Themes and Goals

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Quality Life Experiences



Franklin citizens are proud of their community. They 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.

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.

	Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.	
Planning	Goal: To have 90% or better of citizens who consider Franklin's quality	<i>Verdict: Keep as is, but modify baseline to update for NCS.</i>
	Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.	
Administration	Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.	<i>Verdict: Eliminate. Goal is not trackable and not realistic. (or really useful).</i>
Administration	Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.	<i>Verdict: Eliminate. Goal is not trackable and not realistic. (or really useful) . NEW: Use National Citizens Survey to track something like: "The City of Franklin seeks to maintain the vibrancy and breath of cultural opportunities. At least 70% of respondents of a citizens survey participate in a city-sponsored event. Or at least 70% have opportunities to attend cultural events, participate in religious evens and participate in social events and activities. "</i>
	Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.	
Parks	Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.	<i>Verdict: Keep as is, but modify baseline to update for NCS.</i>

Franklin Forward - Review of Themes, Sub-Themes and Goals

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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	
Planning	Goal: Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.	<i>Verdict: Modify and expand.</i> <i>a. Track Diversity of Housing Options (tracked within Envision Franklin)</i> <i>b. Complete a tracking measure for affordability of housing options. (hmmm...)</i>
Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for		
	To reduce citizen perception of traffic congestion in Franklin	
TOC	Goal: To reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.	<i>Verdict: Keep as is.</i>
	To be a community that promotes walking, jogging, and cycling.	
Planning	Goal: To increase the Walkability Index Score for Franklin.	<i>Verdict: Eliminate.</i>
Planning	Goal: To become a more bicycle friendly community.	<i>Verdict: Eliminate. Substitute: Some measure of connectivity: # of bicycle lanes, trails, sidewalks, filled in sidewalk gaps.</i>
To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services		
Planning	Goal: To increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.	<i>Verdict: Modify to eliminate the words "and alternative services" and add "bus stops".</i>
Franklin Transit	Goal: To increase the number of riders using the Franklin Transit	<i>Verdict: Modify; add RTA Riders and wait time information.</i>
Planning	Goal: To reduce the number of days of air quality nonattainment in the City of Franklin.	<i>Verdict: Eliminate. Impossible to impact as the City of Franklin.</i> <i>Possibility: Do we want to add a congestion measure? Is there such a measure? Would it be useful?</i>
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.		
Administration	Goal: To improve ranking as one of the 100 Best Places to live in the United States.	<i>Verdict: Keep...but broaden. Use current measures (we are 4th !)</i>
Planning	Goal: To improve ranking as one of the top 10 communities providing for historic preservation in the U.S.	<i>Verdict: Modify; eliminate this particular measure – Emily will work with Amanda to decide if there is another more appropriate (and recurring) measure we can use to show our progress and commitment to Historic Preservation.</i>

Franklin Forward - Review of Themes, Sub-Themes and Goals

Department	Existing Goal	Theme Team Recommendation
Planning	Goal: To improve ranking as one of the top business-friendly cities in Tennessee.	<i>Verdict: Modify; eliminate this particular measure – but substitute NCS measure on economic perception in Franklin. Also check Nerdwallet or other groups categories.</i>
Parks	Goal: To remain one of the top rated healthy cities in Tennessee.	<i>Verdict: Keep; but modify “cities” to “counties”</i>
Parks	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).	<i>Verdict: Keep as is.</i>
Eco. Devo.	Goal: To remain below the national Cost of Living Index of 100.	<i>Verdict: Keep as is.</i>
Parks	Goal: Maintain status as a Tree City U.S.A.	<i>Verdict: Keep as is.</i>
Eco. Devo.	Goal: To improve ranking as one of the best cities for start-up businesses in the United States.	<i>Verdict: Eliminate; impossible to measure and keep measuring.</i>
Administration	Goal: To achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in	<i>Verdict: Eliminate; unnecessary and not measurable once receiving.</i>
Administration	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).	<i>Verdict: Keep as is.</i>

Adds: Use Citizens Survey to add measure on economic reflection – Economic health, image & reputation, recommend living in Franklin to someone who asks, etc...use the 90% threshold of good/excellent

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Sustainable Growth & 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.

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

Administration	Goal: To have 80% or better of citizens reporting satisfaction with the	<i>Verdict: Keep as is.</i>
Planning	Goal: Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.	<i>Verdict: Eliminate, but replace. Planning staff will work to determine a measure including Envision Franklin, or perhaps some measure of the periodic review of all plans.</i>
Planning	Goal: To increase the assessed valuation per square mile for land in City of Franklin	<i>Verdict: Modify; Perhaps substitute building activity or investment in community instead of assessed value.</i>

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

	Opportunities for increasing tourism experiences.	
Eco. Devo.	Goal: To increase tourist visits to Franklin.	<i>Verdict: Modify; substitute overall tourist visits in Williamson County from CVB. Explain where the numbers come from</i>
Planning	Goal: To increase private investment in Franklin's Historic Area.	<i>Verdict: Keep COA as is. Eliminate value of investment dollars. Consider substituting the preservation of neighborhoods or diversity of City neighborhoods – like owner occupied dwellings within the historic districts instead.</i>
Eco. Devo.	Goal: To increase the number of participants in conventions, conferences, and meetings in the Conference Center	<i>Verdict: Eliminate; look at modifying the measure to examine Hotel Occupancy / Vacancy / RevPAR rates.</i>
	Opportunities for revenue enhancements through tourism and sales revenues.	
Eco. Devo.	Goal: To increase the revenue generated from Hotel/Motel taxes.	<i>Verdict: Keep as is.</i>
Eco. Devo.	Goal: To increase sales tax revenue money greater than the annual state-wide sales tax growth.	<i>Verdict: Keep, but modify to say "Increase local sales tax revenue growth rate compared to the state sales tax growth rate."</i>

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Department	Existing Goal	Theme Team Recommendation
Eco. Devo.	Goal: Franklin will increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center	<i>Verdict: Eliminate; look at modifying the measure to examine Hotel Occupancy / Vacancy / RevPAR rates.</i>

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.		
Eco. Devo.	Goal: To increase the number of jobs in the city over the previous	<i>Verdict: Keep as is.</i>
Eco. Devo.	Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.	<i>Verdict: Keep, but modify the Williamson County Unemployment Rate with the Nashville MSA Unemployment Rate and change the word decrease to maintain.</i>
Encourage expansion and retention of business opportunities in the City of Franklin.		
Eco. Devo.	Goal: To increase the net number of business licenses within the city over the previous year.	<i>Verdict: Keep as is.</i>
Eco. Devo.	Goal: To increase the number of small businesses over the previous year.	<i>Verdict: Eliminate.</i>
Eco. Devo.	Goal: To increase the number of businesses with more than 100 employees over the previous year.	<i>Verdict: Eliminate.</i>
Eco. Devo.	Goal: To increase the success of Fortune 1000 companies located in Franklin over the previous year.	<i>Verdict: Eliminate. Adds: Contact Williamson Inc. and see if they have a business metric that is more fundamental to measure.</i>
Eco. Devo.	Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.	<i>Verdict: Modify...Start by changing our 'reduce' for 'maintain'. Talk to chamber about what the recommended sweet spot is. This data is the best we can get, but has its limitations. Is there better market data besides what we have?</i>

Overall Adds: Perhaps looking at adding a population growth vs. job growth, or existing business job growth.

	Keep as is	Modify	Eliminate	Add	Net Change
A Safe Clean and Livable City	8	11	3	2	-1
An Effective and Fiscally Sound City Government Providing High Quality Service	2	8	0	0	0
Quality Life Experiences	5	9	7	4	-3
Sustainable Growth & Economic Prosperity	4	9	3	2	-1
Totals	19	37	13	8	-5