



Legislation Text

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DATE: August 1, 2017

TO: Board of Mayor and Aldermen

FROM: Eric Stuckey, City Administrator
Michael Walters Young, Budget and Strategic Innovation Manager

SUBJECT:
Periodic Review and Update of City Strategic Plan, Franklin Forward (Continued from 08/08/17 WS)

Purpose

The purpose of this memorandum is to provide information to the Franklin Board of Mayor and Aldermen (BOMA) concerning the need to conduct the period review and renewal of the City's strategic Plan, Franklin Forward.

Background

It has been nearly five years since the BOMA adopted Franklin Forward, the City's Strategic Plan for the next 20 years. After five years of the strategic plan, it has grown from a conceptual plan to one which is analyzed and partially integrated into various facets of the City's daily operations and budget. All plans, however, are only effective if they are used and periodically reviewed for consistency, and applicability. A lot has changed in the ensuing five years; the City has grown, more initiatives and plans have been created and implemented, and some of the metrics chosen to evaluate Franklin Forward have proven to be difficult to keep or simply impractical to collect. It is time to review the plan.

The goal of reviewing the strategic plan is to gauge the performance of the metrics included and adjust any component to reflect current needs and demands of the community, and/or to modify or change any component which has proven not to be measurable.

Process

Following a review of the BOMA to seek overarching guidance and feedback, staff will reconstitute the four "theme teams" which worked on the creation five years ago. During several months, each team will review the effectiveness of each goal and make recommendations on whether to keep, modify or replace the measures and baselines which roll up to the sub-themes and themes. The Steering Committee (comprising the City Administrator, Assistant City Administrators, Budget & Strategic Innovation Manager and the Four Theme Team Chairs) will review progress and approve final recommended changes. A final recommendation will be presented to the BOMA by year-end.

Timeline

Estimated timeline is as follows:

- August 8th - Present to Work Session Update plan; seek high level feedback, guidance and approval of review plan (See description of “Summary Document” below)
- August 22nd - Follow up with BOMA at Work Session for any feedback and changes they wish teams to examine
- August 23rd - October 15th - Work with reconstituted teams to review the themes, sub-themes and goals. Determine which benchmarks to keep or modify. Propose revisions to any of the components of the plan
- October 15th - November 10th - Develop formal revisions and plan changes; review with Senior Leadership (City Administrator and Assistant City Administrators) and then with the Leadership Team (by 2nd Thursday of November)
- Mid-November - Present revised plan for BOMA review at Work Session; seek approval to proceed with revisions. Should changes be accepted, begin to implement in budget and proceed with changes in plan and budget after first of year
- End goal by beginning of 2018 - BOMA approval of recommended changes AND determination of short-term and long-term strategies for achieving plan goals

Teams

Like last time, the review will be spearheaded by small teams of the City’s Leadership Team, comprised of department directors and other key leaders throughout the organization. The project lead will be Michael Walters Young, Budget and Strategic Innovation Manager. The teams will be organized along the four themes:

- ***Safe, Clean, Livable City***
- ***An Efficient and Fiscally Sound City Government Providing High Quality City Services***
- ***Quality Life Experiences***
- ***Sustainable Growth & Economic Development***

In addition, there will be a Steering Committee which will review progress and make final recommendations back to the BOMA. This will consist of: Eric, Kristine, Vernon, Mark, Michael and the four “theme team” chairs.

Financial Impact

There is no financial impact as part of this review. The review is intended to renew the strategic plan which itself is designed to provide guidance to the decisions of the policy makers and generally guide staff.

Recommendation

Staff recommends receipt of the presentation and encourages board members to provide any feedback and guidance on the proposed review at the meeting of August 22nd.