



City of Franklin

109 3rd Ave S
Franklin, TN 37064
(615)791-3217

Meeting Agenda

Work Session

Tuesday, January 22, 2019

5:00 PM

Board Room

Call to Order

Citizen Comments

WORKSESSION DISCUSSION ITEMS

1. [18-1250](#) Tree Commission Report

Legislative History
12/11/18 Work Session referred to the Work Session
1/8/19 Work Session referred to the Work Session
2. [19-0025](#) Franklin Tomorrow On The Table Follow-up Discussion.

Sponsors: Eric Stuckey
3. [19-0041](#) *Consideration of Resolution 2019-04, a Resolution Acknowledging the Letter of Agreement between the Tennessee Main Street Program and the Downtown Franklin Association (01/22/19 WS)

Sponsors: Eric Stuckey

Attachments: [2019-04 RES Tennessee Main Street Program.pdf](#)
[WS 2 19-0041 2019AnnualLetterofAgreement.pdf](#)
[19-0041 Tennessee Main Street Program.pdf](#)
4. [18-1283](#) Review of 2018 Development Services Report

Sponsors: Vernon Gerth, Tom Marsh and Lynn Osland

Attachments: [YEARLY PERMIT SUMMARY - 2015 - 2018 - rev 1.9.2019](#)

5. [19-0040](#) Consideration of Resolution 2019-15, A Resolution To Approve The Placement Of Markers And A Statue Relative To The Fuller Story Initiative (02/12/19 WS)
- Sponsors:** Eric Stuckey
- Attachments:** [Fuller Story Resolution 2019-15 - Placement of Markers and Statue.pdf](#)
[Fuller Story Presentation 2-12-19 BOMA work session .pdf](#)
[Fuller Story - Historic Marker Language - February 2019.pdf](#)
[Fuller Story - Square Markers Aerial Option with 2 Markers.jpg](#)
[Fuller Story - Square Marker Street Level.jpg](#)
[Fuller Story - USCT Marker Option with marker back and front.jpg](#)
[Fuller Story - USCT Marker Option with marker back marker mounted on pedes](#)
6. [19-0050](#) Discussion of Sanitation and Environmental Services (SES) Cost of Service Study and Operations Refinements (Continued from 1/22/19 WS)
- Sponsors:** Jack Tucker
- Attachments:** [20181215 PPT SES COS V3](#)
[20190212 PPT SES COS V4](#)
7. [19-0048](#) Consideration of Resolution 2019-08, A Resolution of Master Plan for the Park at Harlinsdale Farm (City of Franklin Contract No. 2018-0084). (1/22/19 WS)
- Sponsors:** Lisa Clayton
- Attachments:** [2019-08 RESOLUTION TPHF Master Plan.Law Approved.pdf](#)
[The Park at Harlinsdale Farm Master Plan - Final.indd](#)
[BOMA Presentation January 2019 FINAL HARLINSDALE FARM MASTER PLA](#)
8. [18-0860](#) Consideration of Ordinance 2018-32, an Ordinance to Amend Title 16, Chapter 10, Section 16-1004 Relative to the Use of City Police Officers Required Under an Approved Traffic Control Plan. (Deferred from 12/11/18 and 1/08/19 WS; 1/22/19 WS, 02/12/19 BOMA 8-0) SECOND AND FINAL READING
- Sponsors:** Eric Stuckey, Vernon Gerth and Shauna Billingsley
- Attachments:** [2018-32 ORD amend Title 16 Ch 10 re to the use of police for traffic.Law Appro](#)
- Legislative History**
- | | | |
|----------|--------------|------------------------------|
| 12/11/18 | Work Session | referred to the Work Session |
| 1/8/19 | Work Session | referred to the Work Session |
9. [19-0091](#) Consideration of Interlocal Agreement (COF Contract 2018-0275) with Williamson County for Fire Station 7 (01/22/19 WS).
- Attachments:** [2018-0275 signed by WC 2019.01.16 Interlocal Fire-EMS Station \(K#18-502\)-R](#)
[2018-0275 Interlocal Fire and EMS Station 7 \(2\).pdf](#)

10. [18-1047](#) Presentation And Discussion Of Recommended Changes To Neighborhood Meetings Required As Part Of The Planning Review Process.

Sponsors: Planning and Sustainability Dept, Emily Hunter and Amy Diaz-Barriga

Attachments: [WS January Neighborhood Meetings PDF](#)
[WS January Neighborhood Meetings Powerpoint](#)
[WS October Neighborhood Meetings](#)
[Neighborhood Meeting Current Notification Letter Template](#)
[DRAFT CHANGES Neighborhood Meeting Notification Letter](#)

Legislative History

10/23/18 Work Session acknowledged

11. [19-0038](#) Proposed Revisions & Updates to Franklin Forward: The City of Franklin's Strategic Plan (03/12/19 WS)

Sponsors: Michael Walters Young

Attachments: [FranklinForward Strategic Plan Review - January 2019](#)
[Franklin Forward - Goal Modifications 2019](#)

Other Business

Adjournment

Anyone requesting accommodations due to disabilities should contact ADA coordinator at 791-3277.

RESOLUTION 2019-04

**A RESOLUTION ACKNOWLEDGING THE LETTER OF AGREEMENT BETWEEN THE TENNESSEE
MAIN STREET PROGRAM AND THE DOWNTOWN FRANKLIN ASSOCIATION**

WHEREAS, the Tennessee Main Street Program is a program of the Tennessee Department of Economic and Community Development which provides assistance to communities in revitalizing their downtown and central business districts; and

WHEREAS, since its founding in 1984, the Downtown Franklin Association has spear-headed the revitalization of Franklin's historic downtown according to the four-point program of the National Main Street Center of the National Trust for Historic Preservation; and

WHEREAS, by Letter of Agreement, the Tennessee Main Street Program agrees to provide certain assistance to the Downtown Franklin Association in its endeavors; and

WHEREAS, the City has been requested by the Tennessee Main Street Program to acknowledge this Letter of Agreement.

**NOW THEREFORE BE IT RESOLVED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF
FRANKLIN, TENNESSEE, THAT:**

The City of Franklin hereby acknowledges the Letter of Agreement between the Tennessee Main Street Program and the Downtown Franklin Association, which is attached to this Resolution as Exhibit A. Further, the City of Franklin understands that it is not a party to the Letter Agreement and therefore has no duties or responsibilities as a result of the Letter Agreement.

Approved this ____ day of _____, 20__.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

BY: _____
ERIC S. STUCKEY
City Recorder/Administrator

BY: _____
DR. KEN MOORE
Mayor

Approved as to form:



LETTER OF AGREEMENT

Program Policies and Services



Tennessee Main Street Program
A Coordinating Partner of the National Main Street Center
Tennessee Department of Economic and Community Development
312 Rosa L. Parks Avenue, 27th Floor
Nashville, Tennessee 37243

Nancy Williams, Program Director
Telephone: 615.806.3185
Nancy.Williams@TN.gov

www.TennesseeMainStreet.org



LETTER OF AGREEMENT

This letter of agreement is entered into by the Tennessee Main Street Program, a program of the Tennessee Department of Economic and Community Development and coordinating partner of the National Main Street Center, and the community/local organization listed below.

This letter of agreement confirms the participation of the local community and the local Main Street™ organization as a designated Tennessee Main Street program and participant in the National Main Street network. This designation allows the local program to participate in the training and promotional activities of the Tennessee Main Street Program, to use its name, logo and signage, to receive technical assistance and resources, and to seek annual accreditation from the National Main Street Center.

The Tennessee Main Street program, represented by the state coordinator and representatives of the Tennessee Department of Economic and Community Development (ECD), will provide services to the following organization:

Local Main Street Organization Downtown Franklin Association
Address 112 Bridge Street
City Franklin, Tennessee Zip Code 37064
Organization/ primary contact email address jburgin@williamsonheritage.com
Telephone (615) 591-8500 FAX _____ Website www.downtownfranklintn.com
Non-profit status 501c3 FEIN Number 23-7042596

Manager/Director Jill Burgin Hire date 1/7/19

Board of Directors:

President <u>Jason Collins</u>	Term expires <u>May 2021</u>
Vice President <u>Bryan Doleshel</u>	Term expires <u>May 2021</u>
Secretary <u>Emily Marshall</u>	Term expires <u>May 2021</u>
Treasurer <u>Bryan Moyer</u>	Term expires <u>May 2021</u>

Policies and Procedures

The local Main Street America™ organization (as named in this agreement) shall comply with the following policies and procedures set forth by the Tennessee Main Street Program:

- A. Submission of an Annual Report to the Tennessee Main Street Program based on the **National Main Street Center's Standards of Performance for Recognition**. The annual report determines program designation by the State of Tennessee who will use the report to recommend national accreditation for the program to the National Main Street Center. This report shall be submitted by the local organization upon request and reviewed by the Tennessee Main Street Program staff. It should clearly demonstrate:
 - Broad-based community support for the revitalization effort
 - Effective mission and vision statements
 - A comprehensive annual work plan grounded in the Four-Point Approach™
 - A preservation ethic as it relates to downtown revitalization
 - An active board of directors and committees
 - Sufficient and sustainable finances
 - A paid, professional manager/director
 - Participation in on-going training and education
 - Accurate reporting of annual reinvestment statistics
 - Current membership in the National Main Street Center
- B. Provision of professional staff (manager/director) for the local Main Street America™ organization. This may be full-time or part-time, depending on community size and resources, though full-time is recommended. In the event the local Main Street America™ organization manager/director position is vacated during the term of this agreement, the local program agrees to fill the position within a reasonable amount of time and with a person meeting the qualifications for professional staff. The Tennessee Main Street Program reserves the right to suspend or cancel designation if the position is vacated for more than six (6) months. Upon filling the position, the local program will be required to send the new Main Street America™ manager/director to new manager training offered in conjunction with the quarterly managers' meetings.
- C. Agree to send a representative (manager/director or board member) to attend a minimum of three quarterly managers' meetings or approved conferences (Tennessee ECD Governor's Conference, National Main Street Conference, or National Trust for Historic Preservation Conference or alternate state conferences or webinars) during the calendar year. At least one of the three required meetings should be a quarterly manager's meeting.
- D. Use of the Tennessee Main Street Program street signage and logo as stated in the **Logo and Signage Usage** section. All designated communities must display at least one Tennessee Main Street sign 18" x 24" or larger in a visible public location to identify participation in the program.
- E. Acknowledgement of Tennessee Main Street Program assistance in projects when applicable and in an appropriate method (publications, media, etc.).

Program Services

The Tennessee Main Street Program provides many services to assist designated communities. This ranges from working with newly designated programs on developing core competencies to helping mature programs maintain focus and effectiveness. The Tennessee Main Street program agrees to provide the following services to the designated local Main Street™ organization:

- A. Training opportunities to further understanding of the Four-Point Approach™ to downtown revitalization and management, including critical tools such as design and economic strategies, market-driven promotions and organizational functions. Tennessee Main Street organizes four (quarterly) managers' meetings each calendar year, three of which are held in rotating designated communities in each of the state's grand divisions (east, middle, west).
- B. Guidance and resources for the manager/director and board president. This may include telephone and email consultation, access to the Tennessee Main Street reference library and files, select publications and regular communication of important materials.
- C. Facilitate media coverage of the Tennessee Main Street Program through state press releases, the www.TennesseeMainStreet.org website, a reinvestment statistics flyer, and other sources as appropriate.
- D. Comprehensive review of the Annual Designation Report, collecting and publishing the annual reinvestment statistics to illustrate the economic impact of all designated Tennessee Main Street programs (and communicate those results to the National Main Street Center), and provide recommendations for program improvement as needed.
- E. Make on-site visits as needed to monitor local programs and provide technical assistance to the staff, committees and board members. The Tennessee Main Street Program Director will visit each designated community at least once during the calendar year.
- F. Promote the local, state and national Main Street™ programs through public presentations, community meetings and partnership development in order to serve as a statewide resource for downtown revitalization and management strategies.

Logo and Signage Usage



The Tennessee Main Street logo (illustrated on the left) and signage is for use by programs and communities that have received designation from the Tennessee Main Street Program and Tennessee Department of Economic and Community Development.

The National Main Street Center owns the trademark for the Phrase “Main Street America” as it applies to the revitalization of traditional and historic commercial districts. The NMSC allows state and local coordinating programs involved in the revitalization of these commercial districts based upon the National Main Street Center’s “Four Point Approach” to use the name “Main Street” to describe their programs.

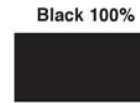
If a program and community are no longer designated by the Tennessee Main Street program, all usage of the Tennessee Main Street name, logo and signage are prohibited. References to Tennessee Main Street (website, street signage, etc.) must be removed from public viewing and use.



Logo Usage Guidelines:

- “Tennessee Main Street” and the logos illustrated above are for use only by communities and programs recognized by the Tennessee Department of Economic and Community Development and the National Main Street Center.

- Do not alter the logo in any way or attempt to reproduce the logo from scratch.
- Do not stretch or condense the logo vertically or horizontally.
- Digital copies are available from the Tennessee Main Street program office.
- Colors are restricted to Black and Gold (Pantone 1215 C).
- No other tag line or text is to be used within the logo space.



Termination

Should the local Main Street America™ organization be unwilling or unable to meet the terms of this agreement, the Tennessee Main Street Program may no longer grant state level designation. Under those circumstances, the Tennessee Main Street Program Director will send a written report identifying the issues and providing guidance on how to proceed within a specified period of time. If the local Main Street America™ program fails to make the recommended corrections, the Letter of Agreement with the local program will be terminated and the program will lose Tennessee Main Street Program designation. After the local Main Street Program Letter of Agreement is terminated, the community must reapply through the new program application process.

Signatures

I (we), the undersigned, on behalf of our community and local Main Street™ organization, have read and agreed to the Letter of Agreement with the Tennessee Main Street Program and acknowledge that the above organization is an active participant in the Tennessee Main Street Program and meets all criteria of designation and understand that if the organization is no longer designated, usage of the name and logo must cease and community signage must be returned to the Tennessee Department of Economic and Community Development.

Local Main Street Organization
Board President/Chair

Date/term expiration date

Local Main Street Organization
Manager/Director

Date

Elected Official/City Mayor

Date

City Administrator/Manager

Date

Tennessee Main Street Program Director

Date

Since being founded in 1984, the **Downtown Franklin Association** (DFA) has spearheaded the revitalization of Franklin's historic downtown core. Working in partnership with property owners, preservationists, city and county government, local businesses and merchants in the city's historic retail district, the DFA and its parent organization, the Heritage Foundation of Franklin and Williamson County, have helped create one of the nation's Main Street success stories. The DFA has earned national recognition as an authentic, eclectic place that offers something for everyone in an atmosphere that reminds locals and visitors alike of a simpler time in our history – a place where community matters.

As an officially accredited Main Street, Historic Downtown Franklin must maintain annually its national certification. **That process includes completing an annual designation report and signing an official letter of agreement between the City of Franklin and The Tennessee Main Street Program.** The annual designation report is due to the state Main Street coordinator on Jan. 31.

The Main Street Four-Point Approach is a multi-faceted economic development tool that enables communities to revitalize their downtowns by leveraging local assets - from historic, cultural, and architectural resources to local enterprises and community pride. It is a comprehensive strategy that addresses the variety of issues and problems that challenge traditional commercial districts by focusing on the following areas:

- **Design** - getting downtown into top physical shape and creating a safe, inviting environment through appropriate building renovations, streetscape and public space improvements, good signage, attractive window displays, and overall aesthetic qualities;
- **Economic Restructuring** - strengthening the community's existing economic assets while diversifying its economic base through identification of current and potential market opportunities, business retention and recruitment, working with small business owners and entrepreneurs and development of financial assistance and training tools;
- **Promotion** - creating a positive image to rekindle community pride and improve consumer and investor confidence in the commercial district through special events, marketing and branding; and
- **Organization** - building partnerships among the various groups that have a stake in the downtown and creating a well-run, financially sustainable non-profit organization that operates the Main Street program locally.

By completing the accreditation process, the Downtown Franklin Association agrees to abide by the four-point approach to maintain the Main Street program standards. The Tennessee Main Street program is administered by the Tennessee Department of Economic and Community Development's Community and Rural Development Division. It follows the proven downtown revitalization model developed by the National Main Street Center, a subsidiary of the National Trust for Historic Preservation.

The DFA respectfully requests that the Franklin Board of Mayor and Aldermen sign the accompanying letter of agreement.

DEVELOPMENT ACTIVITY SUMMARY
PERMITS ISSUED & FEES RECEIVED
Including Construction Valuation

From: 1/1/2015-12/31/2018



PERMIT FEES RECEIVED - Includes Building, Electrical, Mechanical, Plumbing, Demolition, Swimming Pool Permit Fees, & Technology Fees

of PERMITS ISSUED*
*Permits without associated fees are not included.

FEES RECEIVED

2015		
<u>Residential (inc Townhomes/ Duplexes)</u>	<u>5,402</u>	<u>\$1,435,961</u>
<u>Non-Residential (inc Multi-Family)</u>	<u>1,880</u>	<u>\$798,940</u>
2016		
<u>Residential (inc Townhomes/ Duplexes)</u>	<u>6,588</u>	<u>\$1,899,387</u>
<u>Non-Residential (inc Multi-Family)</u>	<u>2,412</u>	<u>\$920,829</u>
2017		
<u>Residential (inc Townhomes/ Duplexes)</u>	<u>5,514</u>	<u>\$1,667,016</u>
<u>Non-Residential (inc Multi-Family)</u>	<u>2,013</u>	<u>\$1,098,007</u>
2018		
<u>Residential (inc Townhomes/ Duplexes)</u>	<u>4,724</u>	<u>\$1,387,771</u>
<u>Non-Residential (inc Multi-Family)</u>	<u>1,802</u>	<u>\$1,005,414</u>
<u>TOTAL PERMITS ISSUED</u>	<u>30,335</u>	<u>\$10,213,324</u>

ADDITIONAL FEES RECEIVED - Includes Plan Review Fees, Reinspection Fees, Road Impact Fees, Facilities Taxes, & Garbage Container Fees

2015		
<u>Residential (inc Townhomes/ Duplexes)</u>		<u>\$5,395,096</u>
<u>Non-Residential (inc Multi-Family)</u>		<u>\$5,671,548</u>
2016		
<u>Residential (inc Townhomes/ Duplexes)</u>		<u>\$6,680,854</u>
<u>Non-Residential (inc Multi-Family)</u>		<u>\$8,026,526</u>
2017		
<u>Residential (inc Townhomes/ Duplexes)</u>		<u>\$5,292,009</u>
<u>Non-Residential (inc Multi-Family)</u>		<u>\$10,759,406</u>
2018		
<u>Residential (inc Townhomes/ Duplexes)</u>		<u>\$4,334,619</u>
<u>Non-Residential (inc Multi-Family)</u>		<u>\$7,350,893</u>
<u>TOTAL ADDITIONAL FEES</u>		<u>\$53,510,951</u>

NEW DWELLING UNITS**# of UNITS**Building Permits Issued - Number of Units by Type

2015	885
<u>Single Family (Detached) Dwellings</u>	<u>551</u>
<u>Multi-Family (Attached) Dwellings</u>	<u>169</u>
<u>Townhomes</u>	<u>165</u>
 2016	 1,657
<u>Single Family (Detached) Dwellings</u>	<u>722</u>
<u>Multi-Family (Attached) Dwellings</u>	<u>773</u>
<u>Townhomes</u>	<u>162</u>
 2017	 1,595
<u>Single Family (Detached) Dwellings</u>	<u>565</u>
<u>Multi-Family (Attached) Dwellings</u>	<u>920</u>
<u>Townhomes</u>	<u>110</u>
 2018	 969
<u>Single Family (Detached) Dwellings</u>	<u>403</u>
<u>Multi-Family (Attached) Dwellings</u>	<u>405</u>
<u>Townhomes</u>	<u>169</u>
 <u>TOTAL DWELLING UNITS</u>	 <u>5,114</u>

WATER & SEWER FEES RECEIVED**FEES
RECEIVED**

2015		
	<u>Residential (inc Townhomes/ Duplexes)</u>	<u>\$433,300</u>
	Water Impact Fees	\$71,024
	Sewer Impact Fees	\$362,276
	<u>Non-Residential (inc Multi-Family)</u>	<u>\$645,182</u>
	Water Impact Fees	\$166,353
	Sewer Impact Fees	\$478,829
2016		
	<u>Residential (inc Townhomes/ Duplexes)</u>	<u>\$1,916,910</u>
	Water Impact Fees	\$335,038
	Sewer Impact Fees	\$1,581,872
	<u>Non-Residential (inc Multi-Family)</u>	<u>\$2,524,606</u>
	Water Impact Fees	\$554,884
	Sewer Impact Fees	\$1,969,722
2017		
	<u>Residential (inc Townhomes/ Duplexes)</u>	<u>\$1,364,669</u>
	Water Impact Fees	\$175,038
	Sewer Impact Fees	\$1,189,631
	<u>Non-Residential (inc Multi-Family)</u>	<u>\$3,143,790</u>
	Water Impact Fees	\$528,496
	Sewer Impact Fees	\$2,615,294
2018		
	<u>Residential (inc Townhomes/ Duplexes)</u>	<u>\$1,323,235</u>
	Water Impact Fees	\$148,271
	Sewer Impact Fees	\$1,174,964
	<u>Non-Residential (inc Multi-Family)</u>	<u>\$2,933,302</u>
	Water Impact Fees	\$479,573
	Sewer Impact Fees	\$2,453,729
<u>TOTAL WATER & SEWER</u>		<u>\$14,284,994</u>

**STORMWATER, GRADING, & UTILITY
PERMITS ISSUED****# of PERMITS
ISSUED****FEES
RECEIVED****STORMWATER & GRADING PERMITS**

2015	<u>56</u>	<u>\$82,293</u>
2016	<u>44</u>	<u>\$35,069</u>
2017	<u>47</u>	<u>\$33,300</u>
2018	<u>28</u>	<u>\$20,600</u>
<u>TOTAL STORMWATER & GRADING PERMITS ISSUED:</u>		<u>\$171,262</u>

GRADING ONLY PERMITS

2015	<u>5</u>	<u>\$2,000</u>
2016	<u>7</u>	<u>\$3,000</u>
2017	<u>4</u>	<u>\$2,800</u>
<u>TOTAL GRADING ONLY PERMITS ISSUED:</u>		<u>\$7,800</u>

UTILITY CONSTRUCTION/ INFRASTRUCTURE PERMITS

2015	<u>34</u>	<u>\$21,300</u>
2016	<u>20</u>	<u>\$8,300</u>
2017	<u>28</u>	<u>\$12,700</u>
2018	<u>18</u>	<u>\$7,000</u>

<u>TOTAL UTILITY CONSTRUCTION/ INFRASTRUCTURE PERMITS ISSUED:</u>	<u>100</u>	<u>\$49,300</u>
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**ESTIMATED VALUATION
OF BUILDING PERMITS*****# of BUILDING
PERMITS ISSUED****VALUATION**

2015		\$467,969,638
<u>Residential Valuation of Construction</u>	<u>1,020</u>	<u>\$230,825,792</u>
<u>Non-Residential Valuation of Construction</u>	<u>360</u>	<u>\$237,143,847</u>
2016		\$774,049,058
<u>Residential Valuation of Construction</u>	<u>1,221</u>	<u>\$279,863,046</u>
<u>Non-Residential Valuation of Construction</u>	<u>380</u>	<u>\$494,186,012</u>
2017		\$818,407,233
<u>Residential Valuation of Construction</u>	<u>1,017</u>	<u>\$243,812,049</u>
<u>Non-Residential Valuation of Construction</u>	<u>362</u>	<u>\$574,595,184</u>
2018		\$744,845,976
<u>Residential Valuation of Construction</u>	<u>888</u>	<u>\$210,192,877</u>
<u>Non-Residential Valuation of Construction</u>	<u>361</u>	<u>\$534,653,099</u>

TOTAL ESTIMATED VALUATION OF BUILDING PERMITS***\$2,805,271,906**

*Includes all new residential construction (single family detached dwellings and townhomes), new non-residential construction (including multi-family dwellings), accessory buildings, additions, tenant build-out, renovations, and miscellaneous construction. Estimated Valuations (Construction Costs) are provided by Applicants on Building Permit Applications only.

Permit values transacted during the month do not necessarily equal dollars collected because of the timing of the payment and actual issuance of the permits. Permit values are rounded up to the nearest dollar; therefore, totals may not match.

RESOLUTION 2019-15

A RESOLUTION TO APPROVE THE PLACEMENT AND LANGUAGE OF MARKERS AND THE PLACEMENT OF A STATUE RELATIVE TO THE FULLER STORY INITIATIVE

WHEREAS, in August 2018, the Board of Mayor and Aldermen ("Board") was asked to support the Fuller Story initiative, and

WHEREAS, on September 25, 2018, the Board approved Resolution 2018-69 to support the City of Franklin's history to a fuller extent through the addition of historic markers and memorials that commemorate the African American experience in Franklin; and

WHEREAS, the community leaders of the Fuller Story initiative have approached the City with specific language for the markers and the placement of the markers and the United States Colored Troop statue within the Public Square; and

WHEREAS, the community leaders have raised money for the markers, which will be bought directly by the Battle of Franklin Trust; and

WHEREAS, the community leaders will begin raising money for the United States Colored Troop marker; and

WHEREAS, the Board supports this request believing that the markers and statue tell the story of Franklin to a fuller extent.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, TENNESSEE, AS FOLLOWS:

Markers and Statue

1. The placement of the United States Colored Troop statue shall be as shown in Exhibit A, attached hereto.
2. The placement of the United States Colored Troop marker shall be located adjacent to the United States Colored Troops statue. The language inscribed on the marker shall be as shown in Exhibit B, attached hereto.
3. The placement of the Williamson County Courthouse and Market House marker shall be as shown in Exhibit C, attached hereto. The language inscribed on the marker shall be as shown in Exhibit D, attached hereto.
4. The placement of the Battle of Franklin marker shall be in Exhibit C attached hereto. The language inscribed on this marker shall be drafted and brought to the Board of Mayor and Aldermen for approval at a later date.
5. The placement of the Reconstruction – From Slavery to Freedom marker shall be located in the quadrant of the Public Square near the Historic Courthouse. The language inscribed on the marker shall be as shown in Exhibit E, attached hereto.
6. The placement of the Franklin Riot of 1867 marker shall also be located in the quadrant of the Public Square near the Historic Courthouse. The language inscribed on the marker shall be as shown in Exhibit F, attached hereto.
7. The cost of the markers and the statue shall be borne solely by the community leaders and the Battle of Franklin Trust.
8. No other markers shall be placed within the Public Square.

Installation and Maintenance

1. Once purchased by the Battle of Franklin Trust, the City shall install the markers.
2. The City shall maintain the markers for the lifetime of the markers.
3. Once the United States Colored Troop statue is purchased and installed by the Battle of Franklin Trust, the City shall deed the land upon which the statue sits to the Battle of Franklin Trust.
4. The City shall maintain the statue for the lifetime of the statue.

IT IS SO RESOLVED AND DONE on this ____ day of _____, 2019.

ATTEST:

CITY OF FRANKLIN, TENNESSEE:

By: _____

Eric S. Stuckey
City Administrator

By: _____

Dr. Ken Moore
Mayor

Approved as to Form:

By: _____

Shauna R. Billingsley
City Attorney

Resolution 2019-15 - Exhibit A



Resolution 2019-15 – Exhibit B

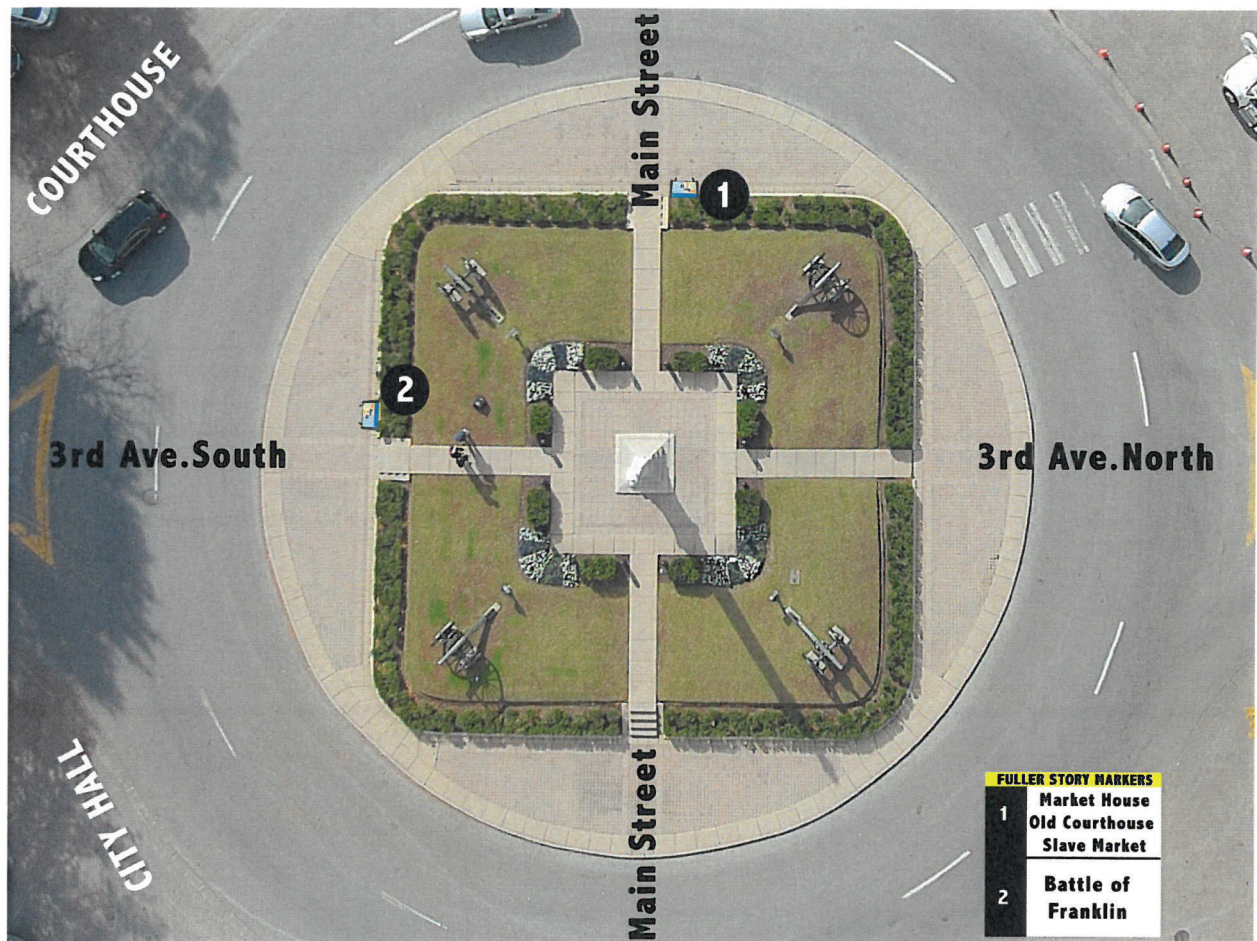
United States Colored Troops (USCT)

During the Civil War, on May 22, 1863, the U.S. War Department created the Bureau of Colored Troops. Over the next two years, nearly 180,000 African American men enlisted and served in segregated U.S. Army regiments under white officers. USCT units served in all Army branches, including infantry, artillery, cavalry, and engineers. More than 2,700 died in combat.

USCTs fought at Fort Pillow and Johnsonville in Tennessee, the Battle of the Crater in Virginia, and at Brice's Crossroads in Mississippi, among other battles. At least 300 Williamson County men enlisted, as did many from neighboring Maury County. Perhaps as many as half of Williamson County's USCTs participated in the Battle of Nashville on December 15–16, 1864, when eight USCT regiments were engaged. On December 16, 1864, the 12th, 13th, and 100th USCT together lost 80 killed and 388 wounded.

Several of the casualties were from Williamson County. Pvt. Asbury DeGraffenried, Co. K, 12th USCT, was mortally wounded and died on December 20, 1864. Pvt. Horace Winston, Co. F, 13th USCT, was also mortally wounded and died on January 6, 1865. Pvt. William Redman, Co. I, 13th USCT, was killed in action. Pvt. Freeman Carothers, Co. K, 12th USCT, was among those who survived the fight. After his discharge, he took a new last name and lived as Freeman Thomas until his death in 1936. He is buried nearby at Toussaint L'Overture Cemetery.

Col. Thomas Jefferson Morgan, who commanded a USCT brigade at Nashville, later wrote, "I cannot close this paper without expressing the conviction that history has not yet done justice to the share borne by colored soldiers in the war for the Union."



Resolution 2019-15 – Exhibit D

Williamson County Courthouse and Market House

A two-story brick courthouse was constructed where you are standing in about 1809. A building called the “market house,” where farmers and vendors sold their produce and wares, stood “in close proximity” to the courthouse. For nearly half a century human beings were also sold and traded within the market house’s walls, as well as on the courthouse steps and elsewhere in the square. The local newspaper often carried advertisements for the “Sale of Slaves,” and men, women and children were sometimes sold to pay the debts of a deceased owner. Families were often ripped apart. In 1854, for example, a 25-year old woman named Mary and her children Daniel, Pryor, Ann, and an infant child were sold here.

James F. Carter purchased slaves at the market house. Carter, the son of Fountain Branch Carter, bought John and Patsy Bostic in 1854 and took them to Mississippi where he lived for several years. He moved back to Franklin and died in 1859. The Bostics probably were sent to Carter’s father’s farm just outside town that the Battle of Franklin enveloped on November 30, 1864. John and Patsy Bostic and their children were residing in Franklin as free people in 1870.

The courthouse that stood here was torn down early in December 1855 to make way for the new courthouse, which stands today on the south side of the square. Soon after the old courthouse was demolished, the market house was likewise torn down. However, the buying and selling of people continued on the new courthouse steps and in the square through the outbreak of the Civil War.

Resolution 2019-15 – Exhibit E

Reconstruction - From Slavery to Freedom

When the Civil War ended in 1865, Reconstruction began. The war saved the Union and the 13th Amendment to the U.S. Constitution ended slavery. During Reconstruction, the 14th and 15th Amendments were ratified, guaranteeing citizenship and voting rights to black men. Former slaves seized their freedoms, rebuilt their lives, and reunited with their families. In Franklin, A. N. C. Williams, Mariah Reddick, and Harvey McLemore became respected residents. McLemore built a home in the Hard Bargain community, Reddick lived downtown and worked as a midwife, and Williams owned a general store on Main Street and founded Cummins Street Church of Christ in 1877.

Reconstruction also marked the beginning of black participation in Southern political life at the state and national levels. Sampson W. Keeble, born into slavery in Rutherford County, in November 1872 became the first black Tennessean elected to the Tennessee House of Representatives. In Mississippi, Hiram Revels, a minister, filled a vacant seat in the U.S. Senate in 1870–71, while Blanche K. Bruce, a successful plantation owner, served from 1875 to 1881. There were no other black members of the U.S. Senate until 1967.

Other Reconstruction achievements included the South's first state-funded public school system for blacks and whites, black colleges and universities such as Fisk University in Nashville were founded, and the comprehensive Civil Rights Act in 1875 was passed to protect all citizens. In 1877, however, President Rutherford B. Hayes's election ended Reconstruction. The Democratic Party that had dominated the South before the war reasserted itself. In 1883, the U.S. Supreme Court ruled the Civil Rights Act unconstitutional, and the era known as Jim Crow began.

Resolution 2019-15 – Exhibit F

The Franklin Riot of 1867

Numerous armed clashes occurred among various political groups and the white and black populations after the American Civil War. In May 1866, a riot in Memphis killed about fifty. At the end of July 1866, a widespread riot engulfed New Orleans. When it ended almost 240 were dead, including more than 200 African American U.S. Army veterans. Fortunately, Franklin did not experience such levels of violence, but on July 6, 1867, an incident unfolded that reflected the boiling tensions in the post-war South.

On that day, several Republican candidates, often called Radicals, made speeches in the courthouse here without incident. Later, Joe Williams, an African American aligned with the Democrats, or Conservatives, gave a speech there after making one earlier at Spring Hill. Some Radicals became upset and attempted to leave the gathering, but Conservatives accosted them. John L. House, a former Confederate officer, struck J. C. Bliss, a white merchant aligned with the Radicals. Members of the Colored League (African American Republicans) also were present, and tempers flared.

The Colored Leaguer members were persuaded to leave the square, but not without firing a few shots into the air. During the late afternoon the tension increased, as did the number of weapons in the hands of the Colored League. Meanwhile, Conservatives gathered in and around the public square and near John House's store.

Just after 8 P.M., the Colored League marched to the square. According to A. N. C. Williams, the Leaguers intended to lay down their arms and House had been informed. As the procession passed the Conservative crowd, however, a white Conservative fired two pistol shots into the Leaguers and both groups started shooting at each other. Michael Cody, one of the white Conservatives, was killed, while six white and several black members were wounded. Twenty-seven members of the Colored League were wounded. Most of them had been shot in the back or in the backs of their limbs.

United States soldiers were sent from Nashville the following day to maintain order and prevent further confrontations.

338 words











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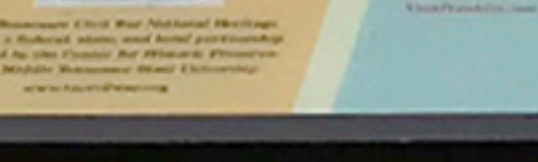


ERECTED TO
HONOR THE
SOLDIERS OF
THE CONFEDERATE
ARMY
BY THE
CITY OF
FRANKLIN
NOV. 30 A.D. 1911

TO THE CONFEDERATE SOLDIER

FRANKLIN'S CIVIL WAR SITES

The Battle of Franklin





FRANKLIN'S CIVIL WAR SITES
The Battle of Franklin

On September 8, 1864, General John H. Morgan led a Confederate cavalry raid through the state of Tennessee. The raid culminated in the Battle of Franklin, where Morgan's forces were defeated by the Union Army. The battle was a significant event in the Civil War, as it marked the end of Morgan's raid and the capture of many Confederate soldiers and weapons.

The site of the battle is located in Franklin, Tennessee, and is marked by a monument. The monument is a large, rectangular stone structure with a bronze statue of a soldier on top. The statue is of a Confederate soldier, standing with a rifle. The monument is surrounded by a low wall and a path leads to it.

Other sites of interest in Franklin include the Franklin County Courthouse, the Franklin County Jail, and the Franklin County Jail House. These sites are all located in the downtown area of Franklin and are open to the public.

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305



JOHN WILSON
2nd U.S. Cavalry, 1861-1862
Franklin, Tennessee
October 1861

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SANITATION AND ENVIRONMENTAL SERVICES

COST OF SERVICE STUDY (COS) AND
OPERATIONS DISCUSSION

January 22, 2019



Cost of Service (COS) and Operations Evaluation

- COS scenarios for Residential, Commercial and Transfer Station
 - FY 2018 Baseline
 - FY 2018 Baseline plus Sustainable Fleet
 - FY 2018 Baseline with Modified Operations plus Sustainable Fleet
- Curbside Recycling
- Commercial Collection

SES Organization

- Administration Division
- Collection Division
 - Defined Services:
 - Residential Service
 - MSW
 - Bulky items/white goods
 - Yard waste
 - Curbside recycling
 - Commercial Service
 - Rollout Containers
 - Dumpsters
- Transfer Station (Disposal) Division

COS - Allocation of Operations Expenses

- Allocation of Administration based on ratio of employees per division
- Within Collection Division, allocation of expenses per defined service (i.e. MSW or yard waste) is based on the ratio of employees that provide that service within Collection Division; estimate of bulky items and white goods (10%)
- Allocation of Transfer Station Division and landfill expenses per service based on ratio of tonnage per service
- Fleet expenses based on actual purchase price of assigned vehicles for FY 2018

FY 2018 – Allocation of Personnel

DIVISION	FY 2018 EXPENDITURES	EXPENSE ALLOCATION	DISTRIBUTED ADMINISTRATION EXPENSES	DIVISION EXPENSES - LOADED
ADMINISTRATION	\$883,013	0.0%	\$0	\$0
COLLECTION	\$3,227,291	84.2%	\$743,590	\$3,970,881
TRANSFER STATION	\$4,120,768	15.8%	\$139,423	\$4,260,191
TOTAL	\$8,231,072	100.0%	\$883,013	\$8,231,072

Allocation of Fleet and Equipment Expenses

FY 2018 FLEET EXP	RESIDENTIAL MSW	BULKY ITEMS / WHITE GOODS	YARD WASTE	RESIDENTIAL RECYCLING	COMMERCIAL MSW	TRANSFER STATION	TOTAL
FY 2018 ACTUAL	\$156,305						\$156,305

SES Production (tonnage)

- Transfer Station operational expenses based on ratio of tonnage
- Landfill expenses based on ratio of tonnage
- Tons per year data are based on COF scale house data.

PRODUCTION	RESIDENTIAL MSW	BULKY ITEMS / WHITE GOODS	YARD WASTE	RESIDENTIAL RECYCLING	COMMERCIAL MSW	TRANSFER STATION	TOTAL
TONS PER YEAR	21,902	284	3,385	3,321	8,306	56,774	93,972
PERCENT DISTRIBUTION	23.3%	0.3%	3.6%	3.5%	8.8%	60.4%	100%

FY 2018 – Allocation of Personnel and Operations Expenses

SES OPERATIONS	RESIDENTIAL MSW	BULKY ITEMS / WHITE GOODS	YARD WASTE	RESIDENTIAL RECYCLING	COMMERCIAL MSW	TRANSFER STATION	TOTAL
LANDFILL DISPOSAL COST	\$768,858	\$9,973			\$291,589	\$1,993,028	\$3,063,448
TRANSFER STATION OPERATIONS	\$278,923	\$3,618	\$43,109	\$42,292	\$105,781	\$723,021	\$1,196,743
COLLECTIONS OPERATIONS	\$1,191,264	\$145,599	\$1,310,391	\$529,451	\$794,176		\$3,970,881
TOTAL	\$2,239,045	\$159,190	\$1,353,499	\$571,743	\$1,191,547	\$2,716,049	\$8,231,072

SES Production Summary

- Monthly Customer Equivalents Definition (Commercial Service): equivalent of customers based on 1/week service. Example – 5 times per week commercial customer equals 5 Monthly Customer Equivalents.
- Customer data are derived from Revenue Management records.

PRODUCTION	RESIDENTIAL MSW	BULKY ITEMS / WHITE GOODS	YARD WASTE	RESIDENTIAL RECYCLING	COMMERCIAL MSW
MONTHLY CUSTOMERS	20,920	65	1,591	11,481	
MONTHLY CUSTOMER EQUIVALENTS (WEEKLY SERVICE)					873

Operations Scenarios

- Baseline Operations Scenario FY 2018
- Baseline Operations with Sustainable Fleet Scenario
- Modified Operations with Sustainable Fleet Scenario
 - Eliminate use of split rear loaders
 - Majority of ground trash picked up during MSW collection
 - Majority of yard waste collected with knucklebooms
 - Enforce ground trash (buck-a-bag) program
 - Automated collection of curbside recycling
 - Use of air curtain burner for wood waste management and disposal

FY 2018 Actual – Baseline Scenario Results

OPERATIONS SCENARIO	RESIDENTIAL MSW	BULKY ITEMS / WHITE GOODS	YARD WASTE	RESIDENTIAL RECYCLING	COMMERCIAL MSW	TRANSFER STATION	TOTAL
FY 2018 ACTUAL OPERATIONS	\$2,395,350	\$159,190	\$1,353,499	\$571,743	\$1,191,547	\$2,716,049	\$8,387,377
RESIDENTIAL COSTS	\$ 10.13	\$0.67	\$5.73	\$2.42			\$ 18.95
COMMERCIAL COSTS					\$ 85.35		\$ 85.35
TRANSFER STATION COSTS						\$ 47.84	\$ 47.84

Sustainable Fleet Scenario – Allocation of Fleet and Equipment Expenses

- Annual expenses for sustainable fleet based on straight line replacement value over anticipated lifecycle.
- Allocation of Admin and Transfer Station fleet and equipment based on tonnage
- Allocation of Collection Division fleet based on assigned equipment and vehicles, and tonnage

SUSTAINABLE FLEET	RESIDENTIAL MSW	BULKY ITEMS / WHITE GOODS	YARD WASTE	RESIDENTIAL RECYCLING	COMMERCIAL MSW	TRANSFER STATION	TOTAL
ASSIGNED FLEET - COLLECTIONS	\$563,143	\$ 29,167	\$180,357	\$120,190	\$204,619		\$1,097,476
ADMIN FLEET	\$ 2,061	\$27	\$ 318	\$ 312	\$ 782		\$ 3,500
FLEXIBLE FLEET	\$ 7,065	\$92	\$ 1,092	\$ 1,071	\$ 2,680		\$ 12,000
DISPOSAL FLEET	\$ 60,093	\$ 779	\$ 9,288	\$ 9,112	\$ 22,790	\$155,772	\$257,833
TOTAL	\$632,362	\$ 30,065	\$191,055	\$130,686	\$230,870	\$155,772	\$1,370,810

Sustainable Fleet Scenario – Results

OPERATIONS SCENARIO	BULKY ITEMS			RESIDENTIAL RECYCLING	COMMERCIAL MSW	TRANSFER STATION	TOTAL
	RESIDENTIAL MSW	/ WHITE GOODS	YARD WASTE				
FY 2018 OPERATIONS - SUSTAINABLE FLEET	\$2,871,407	\$189,254	\$1,544,555	\$702,428	\$1,422,417	\$2,871,821	\$9,601,882
RESIDENTIAL COSTS	\$ 12.15	\$0.80	\$6.53	\$2.97			\$ 22.45
COMMERCIAL COSTS					\$ 101.88		\$ 101.88
TRANSFER STATION COSTS						\$ 50.58	\$ 50.58

Modified Operations, Sustainable Fleet Scenario – Proposed Fleet and Equipment Changes

CURRENT	PROPOSED
REAR END LOADER	SIDE LOADER
REAR END LOADER	SIDE LOADER
REAR END LOADER	SIDE LOADER
REAR END LOADER	NA
SPLIT REAR END LOADER	KNUCKLEBOOM
SPLIT REAR END LOADER	KNUCKLEBOOM
SPLIT REAR END LOADER	NA
SPLIT REAR END LOADER	NA
RECYCLING MINI PAC	NA
ROAD TRACTOR	NA
GRINDER	AIR CURTAIN BURNER
WALKING FLOOR TRAILER	NA

Modified Operations, Sustainable Fleet Scenario – Allocation of Fleet and Equipment Expenses

- Annual expenses for sustainable fleet based on straight line depreciation over anticipated lifecycle.
- Allocation of Admin and Transfer Station Division fleet and equipment based on tonnage
- Allocation of Collection Division fleet based on assigned equipment and vehicles, and tonnage
- Reduction of approximately \$130,000 annually for fleet expenditures

MODIFIED, SUSTAINABLE FLEET EXP	RESIDENTIAL MSW	BULKY ITEMS / WHITE GOODS	YARD WASTE	RESIDENTIAL RECYCLING	COMMERCIAL MSW	TRANSFER STATION	TOTAL
ASSIGNED FLEET	\$470,286	\$29,167	\$145,833	\$173,333	\$204,619	\$0	\$1,023,238
ADMIN FLEET	\$2,061	\$27	\$318	\$312	\$782	\$0	\$3,500
FLEXIBLE FLEET	\$7,065	\$92	\$1,092	\$1,071	\$2,680	\$0	\$12,000
TRANSFER STATION FLEET	\$46,808	\$607	\$7,234	\$7,097	\$17,752	\$121,335	\$200,833
TOTAL	\$526,220	\$29,892	\$154,478	\$181,814	\$225,832	\$121,335	\$1,239,571

Modified Operations – Staffing Modifications

MODIFIED STAFFING REQUIREMENT	BULKY ITEMS			RESIDENTIAL RECYCLING	COMMERCIAL MSW	TRANSFER STATION	TOTAL
	RESIDENTIAL MSW	/ WHITE GOODS	YARD WASTE				
STAFFING ("ELIMINATE" FOUR POSITIONS)	-\$76,958	\$0	-\$73,761	\$0	\$0	\$0	-\$150,718
ELIMINATE 8 RECYCLING TEMPS	\$0	\$0	\$0	-\$120,951	\$0	\$0	-\$120,951
ELIMINATE 4 YARD WASTE TEMPS	\$0	\$0	-\$60,385	\$0	\$0	\$0	-\$60,385
BUDGET ALLOWANCE FOR TEMPS	\$0	\$0	\$10,074	\$10,074	\$0	\$0	\$20,148
TOTAL	-\$76,958	\$0	-\$124,071	-\$110,877	\$0	\$0	-\$311,906

Summary of Scenarios

OPERATIONS SCENARIO	BASELINE OPERATIONS (FY 2018 ACTUAL)	SUSTAINABLE FLEET	MODIFIED OPERATIONS, SUSTAINABLE FLEET
ANNUAL EXPENDITURES	\$8,387,377	\$9,601,882	\$9,158,738
RESIDENTIAL COSTS	\$18.95	\$22.45	\$20.75
COMMERCIAL COSTS	\$85.35	\$101.88	\$101.52
TRANSFER STATION COSTS	\$47.84	\$50.58	\$49.98

Modified Operations Scenario

- Eliminate use of split rear loaders
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- Use of air curtain burner for wood waste management and disposal
 - Refer to January 8, 2019 Work Session
- Automated collection of curbside recycling

Automated Curbside Recycling

- Status of recycling
 - Locally – processing facility has ongoing issues with processing of blue bags
 - Globally
 - Chinese market – 0.5% contamination standard
 - Shipping costs to other markets reduces profitability
 - US does not have adequate end markets or facilities to achieve contamination standard
- Employee safety
 - Five year period 2013-2017 had a total of 38 claims totaling \$265,944
- Consolidation of equipment types
 - Collection trucks and carts
- Efficiencies
 - Ability to route recycling collection
 - Reduced time at customer service location

Commercial Collection

- Annual expenditures of over \$1.4M, assuming funding of sustainable fleet
- 873 monthly customers equivalents (~624 actual customers)
 - 486 dumpster customers eq; 387 rollout customers eq
 - Rates: Dumpster - \$95/mo (1/week service); Rollout - \$30/mo (1/week service)
 - COS - ~\$101/month

Discussion

SANITATION AND ENVIRONMENTAL SERVICES

COST OF SERVICE STUDY (COS) AND OPERATIONS DISCUSSION

February 12, 2019



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- Refocus efforts on core residential operations and limited commercial collections

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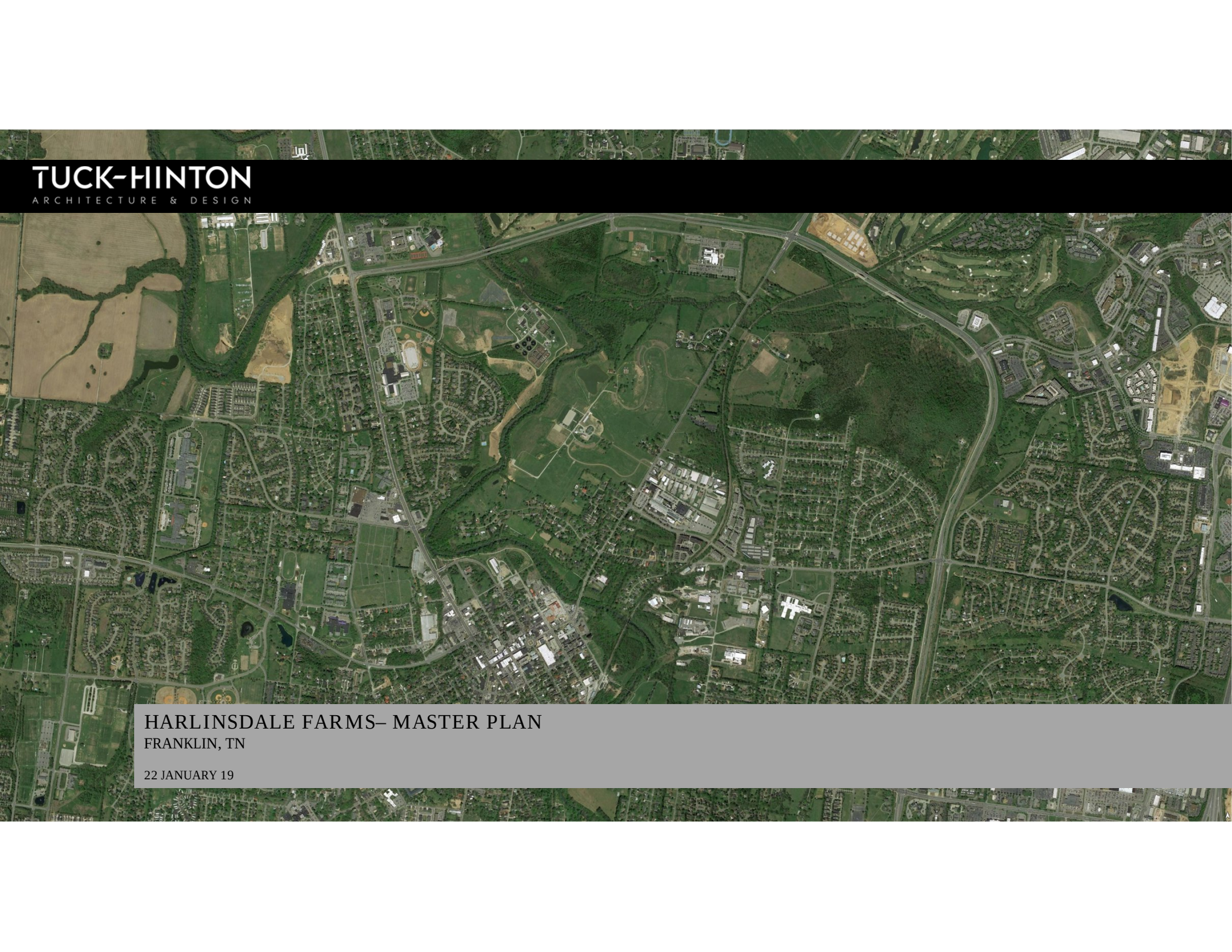
Automated Curbside Recycling

- Program Elements
 - Voluntary
 - Those that wish to participate will register and pay an administrative setup fee at the time of cart delivery – estimated to be <\$45
 - Service included in residential fee like blue bag service
 - Weekly service using a 64 gallon cart
 - Information will be affixed to cart identifying appropriate recyclables
- Anticipated Schedule
 - Calendar year 2019
 - Communications and education with customers
 - Establish registration capability, cart tracking and accountability
 - January 2020 – start delivery of recycling carts; rolled out in a 3-6 month period
 - Allow grace period to accept blue bags but have a hard cutoff date based on delivery dates of cart; provide educational materials if there is continued use

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- Anticipate eliminating commercial dumpster service starting July 1, 2019 – will require early notification
 - Considerations include disposal of City owned dumpsters; COF accounts

Discussion



TUCK-HINTON
ARCHITECTURE & DESIGN

HARLINSDALE FARMS- MASTER PLAN
FRANKLIN, TN

22 JANUARY 19

MASTER PLAN SCOPE

MAIN BARN

HAYES HOUSE

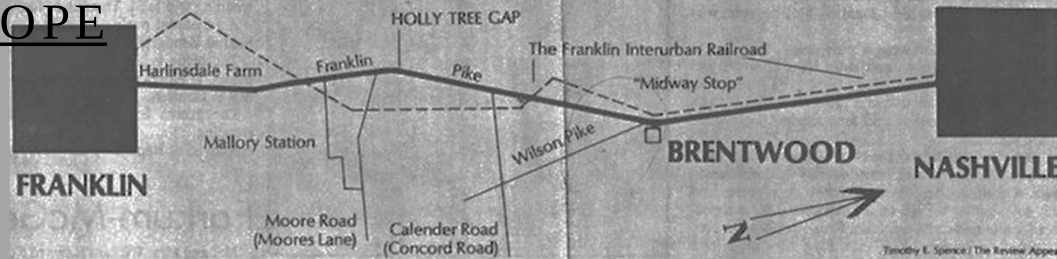
POWER STATION

WORKER HOUSE I & II

PEDESTRIAN BRIDGE &
WALKING TRAILS

- Programming Ideas
- Opinion of Costs

The Franklin Interurban, 1909-1942



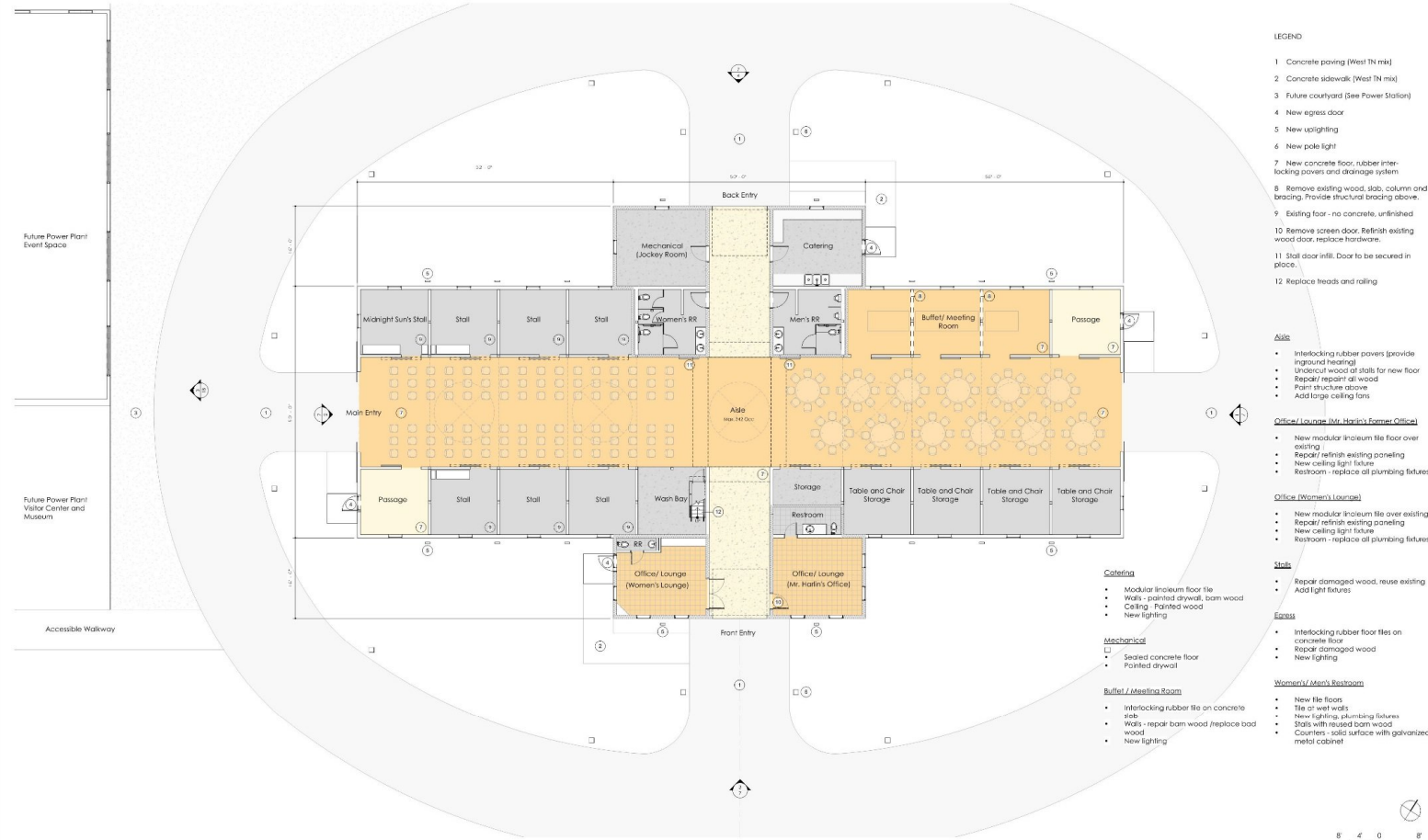
MAIN BARN

Potential Programming Ideas

- HOSTING MISC. EVENTS
- WEDDINGS (100-150 PERSONS)
- COMMUNITY MEETINGS
- TOURS
- EQUESTRIAN EVENTS

Restoration Project

- MR. HARLAN'S OFFICE & WOMEN'S LOUNGE RESTORED
- STALLS
 - HORSES
 - STORAGE
- WARMING KITCHEN
- SYSTEMS UPGRADES
 - HVAC /FANS
 - ADA RESTROOMS
 - LIGHTING
 - FLOOR DRAINS
 - FIRE SPRINKLER



THE PARK AT HARLINSDALE FARM MASTER PLAN

TUCK-HINTON
ARCHITECTURE & DESIGN

MAIN BARN FLOOR PLAN

09/27/18
18010

RESTORATION
OF EXTERIOR
FEATURES:

- SIDING
- WINDOWS
- MAIN BARN
DOORS
- PASSAGE
DOORS



1 NORTH MAIN BARN



2 SOUTH MAIN BARN



3 EAST MAIN BARN



4 WEST MAIN BARN

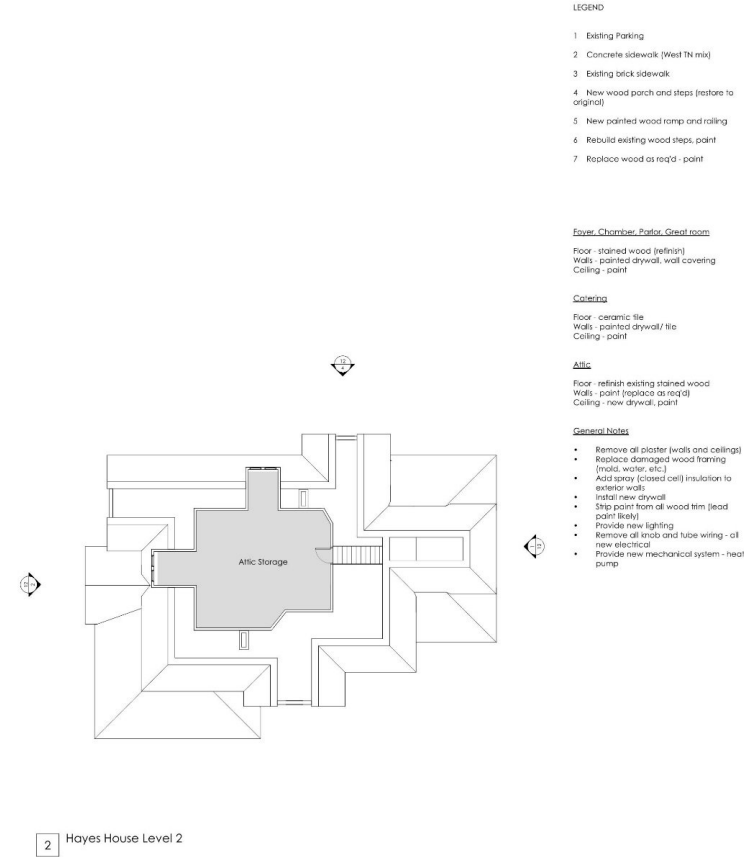
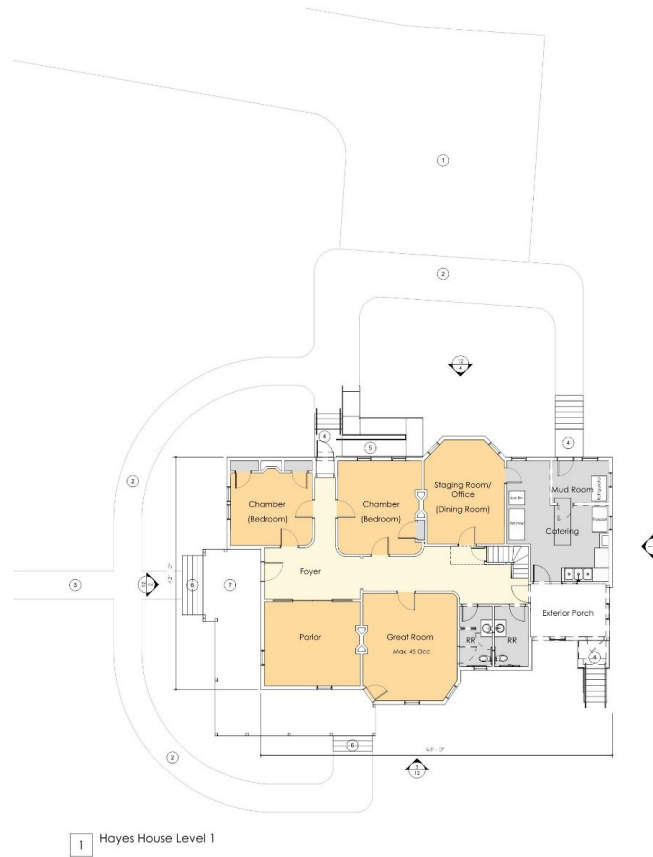
HISTORIC HAYES HOUSE

Potential Programming Ideas

- TEAS, WEDDINGS OR REHEARSALS
- EVENT SPACE
- OFFICE PARTIES
- ART GALLERY
- COMMUNITY MEETINGS
- PARKS OFFICE (PRESENCE)
- WARMING KITCHEN

Restoration Project

- INSULATION
- FULL RESTORATION OF EACH ROOM
- NEW ACCESSIBLE RESTROOMS
- NEW SYSTEMS
 - HVAC
 - ELECTRICAL / LIGHTING



HISTORIC HAYES
HOUSE EXTERIOR
RESTORATION
EFFORTS:

- ADA SIDEWALKS
- SIDING
- DOORS & WINDOWS (GRANT)
- LIGHTING
- SIGNAGE



1 NORTH HAYES HOUSE



2 SOUTH HAYES HOUSE

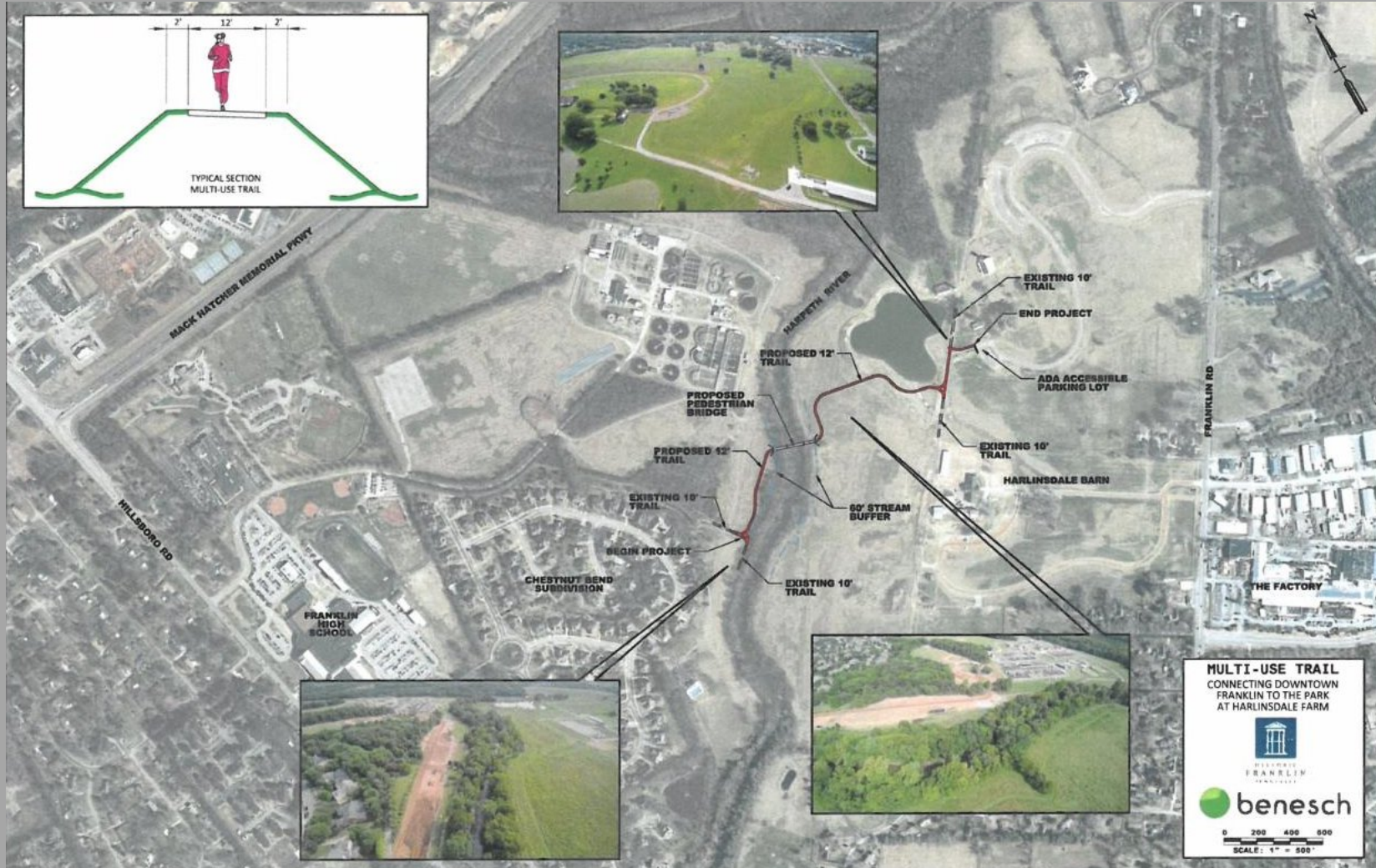


3 EAST HAYES HOUSE



4 WEST HAYES HOUSE

- ACCESSIBLE
RAMP TO POND
- TRAIL /
PEDESTRIAN
BRIDGE OVER
HARPETH



CONNECTIVITY

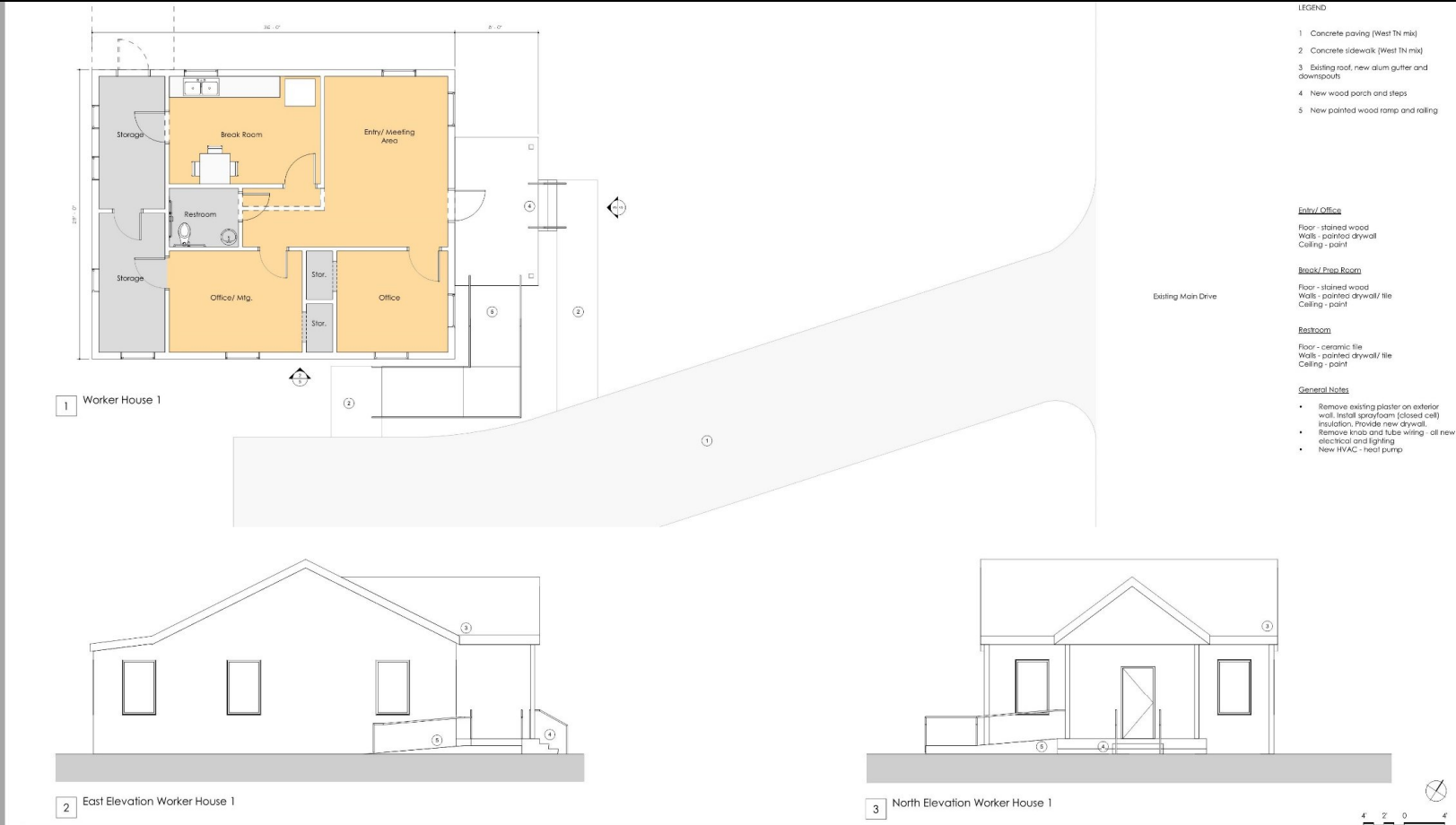
- PAVING OF INTERURBAN RAIL TO CANOE LANDING
- PEDISTRIAN BRIDGE
- CONNECTION FROM NEW BRIDGE OVER HARPETH & ADA FISHING PIER



WORKER HOUSES I

Potential Programming

- PARKS PRESENCE
- SECURITY OFFICES
- FUTURE PARK RANGER / PATROL OFFICE
- POTENTIAL CARETAKER
- POTENTIAL OUTSIDE USER



WORKER HOUSE II

Potential Programming

- LARGE EVENT'S OFFICE
- LARGE EVENT'S GREEN ROOM
- INTERPRETIVE SPACE
- VISITOR CENTER
- MEETING SPACE



THE PARK AT HARLINSDALE FARM MASTER PLAN

TUCK-HINTON
ARCHITECTURE & DESIGN

WORKER HOUSE 2 FLOOR PLANS & ELEVATIONS

09/27/18
18010

WORKER HOUSES I
IMPROVEMENTS

- PAVING DRIVE
- SIDEWALK / RAMP / STEPS
- SIDING / DOORS & WINDOWS
- LIGHTING
- SIGNAGE

WORKER HOUSE II
IMPROVEMENTS

- PAVING DRIVE
- SIDEWALK / RAMP / STEPS
- SIDING / DOORS & WINDOWS
- ROOF, GUTTERS & DOWNSPOUTS
- LIGHTING
- SIGNAGE



1 NORTH WORKER HOUSE 1



2 SOUTH WORKER HOUSE 1



3 EAST WORKER HOUSE 1



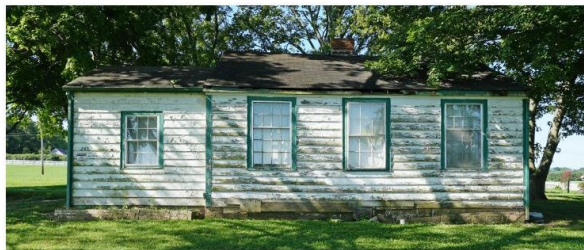
4 WEST WORKER HOUSE 1



5 EAST WORKER HOUSE 2



6 WEST WORKER HOUSE 2



7 NORTH WORKER HOUSE 2



8 SOUTH WORKER HOUSE 2



THE PARK AT HARLINSDALE FARM MASTER PLAN

TUCK-HINTON
ARCHITECTS

WORKER HOUSE PHOTOGRAPHS

18010
09/14/18

POWER STATION

- OFFICES
- MUSEUM
 - HISTORY OF POWER STATION
 - HISTORY OF THE FARM
 - INTERURBAN RAIL
 - ART IN THE BARN
 - CHANGING EXHIBITS
- WEDDINGS & MEETING SPACE (SEATING FOR 400 +/-)
- CATERING KITCHEN
- RESTROOMS
- COURTYARD
- NEW PARKING
- SIDEWALKS
- LIGHTING
- EXTERIOR & INTERIOR



1 EAST POWER STATION



2 WEST POWER STATION



3 NORTH POWER STATION



4 SOUTH POWER STATION

MAIN BARN

- SUBTOTAL: \$1,613,000
- REMEDIATION: \$35-55,000
- PROFESSIONAL FEES: \$ 129,000
- TOTAL: \$1,797,000

HISTORIC HAYES HOUSE:

- SUBOTAL: \$ 478,500
- REMEDIATION: \$40-70,000
- PROFESSIONAL FEES: \$ 38,250
- TOTAL: \$ 586,750

WORKER HOUSE I & II:

- SUBTOTAL: \$ 280,000
- REMEDIATION: \$35-50,000
- PROFESSIONAL FEES \$ 20,000
- TOTAL: \$ 355,000

POWER STATION:

- SUBTOTAL: \$5,075,000-5,575,000
- REMEDIATION: \$ 85-125,000
- PROFESSIONAL FEES: \$ 400,000-445,000
- TOTAL: \$5,560,000-6,145,000

INTERURBAN RAIL LINE:

- TRAIL TO CANOE LAUNCH \$ 175,000
- MOTORIZED GATES: \$ 55,000
- TRAIL \$ 160,000 (W/ BRIDGE)
- POND RAMP: \$ 20,000
- TOTAL: \$ 695,000-706,000

OPINION OF PROBABLE COST

The intent is to provide an estimated budget for work by phase. No detailed estimating has been performed. Much further exploration is needed in order to obtain detailed pricing. A 7% contingency is included along with 3% escalation for one year. Additional escalation may need to be considered.

Main Barn Renovation	
• Exterior Siding/Barn Door Restoration & Motorization	\$90,500
• Paving Drive /Sidewalks/Lighting	\$148,000
• Site Utilities (Fire Line, Domestic Water, Sanitary Sewer)	\$115,000
• Grading/Storm Sewer	\$125,000
• Landscape & Irrigation	\$50,000
• Interpretive Signage	\$10,000
• Concrete Slab, Drain System (aisles and stalls)	\$145,000
• Aisle/Stall Restoration (including interlocking pavers)	\$328,000
• Mr. Harlin's Office/Private Restroom Renovations	\$22,500
• Women's Lounge/Private Restroom Renovations	\$22,500
• Warming Kitchen/Public Restrooms	\$77,500
• Attic/Catwalk Restoration	\$55,000
• Mechanical, Plumbing & Electrical	\$186,500
• Fire Suppression System (Dry)	\$67,500
• General Conditions	\$170,000
• Subtotal	\$1,613,000
• Environmental testing and remediation	\$35-\$55,000
• Professional Fees (does not include Geotechnical)	\$129,000
• Total	\$1,797,000

Historic Hayes House Renovation	
• Exterior Restoration	\$115,000
• Interior Restoration	\$200,000
• Mechanical, Plumbing and Electrical (included in Interior)	\$85,000
• Landscape & Irrigation	\$25,000
• Interpretive Signage	\$10,000
• General Conditions	\$43,500
• Subtotal (2,930sf)	\$478,500
• Environmental testing and remediation	\$40-70,000
• Professional Fees	\$38,250
• Total	\$586,750

Worker Houses	
• Exterior Renovations	\$107,500
• Interior Renovations	\$108,000
• Mechanical, Plumbing & Electrical	\$40,000
• Landscape & Irrigation	\$15,000
• Interpretive Signage	\$10,000
• Subtotal	\$280,000
• Environmental testing and remediation	\$35-\$55,000
• Professional Fees	\$20,000
• Total	\$355,000

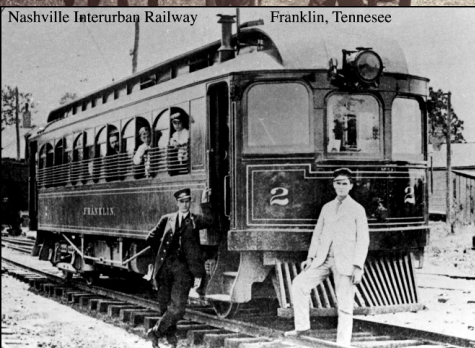
Power Station	
• Renovation of Existing Building (8,800 s.f.)	\$1,465,000
• Museum Addition (6,650 s.f.)	\$2,650,000-3,150,000
• Courtyard & Associated Sidewalks, Seatwalls & Lighting	\$525,000
• New Parking/Lighting	\$375,000
• Landscape & Irrigation	\$50,000
• Interpretive Signage	\$10,000
• Subtotal	\$5,075,000-5,575,000
• Environmental testing and remediation	\$85-125,000
• Professional Fees	\$400,000-445,000
• Total	\$5,560,000-6,145,000

Interurban Rail Line	
• Paving from Canoe Landing to parking near Historic Hayes House	\$175,000
• Paving Remainder of Rail Line (includes \$50,000 for spring bridge)	\$160,000
• North Paved Pedestrian Trail from Interurban to Trail	\$115,000
• Motorized Access Gates (2)	\$55,000
• Accessible Trail to Pond	\$20,000
• Subtotal	\$600,000
• General Conditions	\$60,000
• Professional Fees	\$39,000-50,000
• Total	\$695,000-706,000

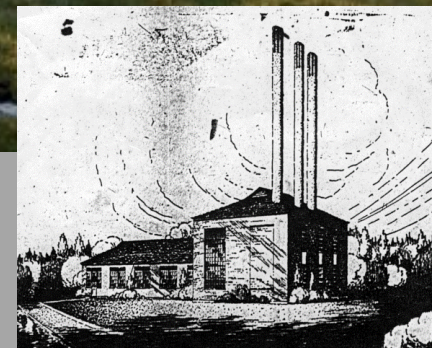
Low range of the fee is based on these being one project.

Pricing does not include unsuitable soil, bonds, or builder's risk. Cost for environmental testing and clean up has been estimated through discussions with ERM who performed the original Phase I Environmental Assessment. While there is an existing phase I, lending institutions may require an updated one to document the current conditions.

Cost not typically associated with construction like interpretive signage is included as a budget without much discussion as to the scale and amount appropriate. It does not include any fees for design. Cost for the pedestrian trail and bridge over the Harpeth River is being handled separately.



QUESTIONS AND RECOMMENDATIONS



**INTERLOCAL AGREEMENT BETWEEN THE
CITY OF FRANKLIN, TENNESSEE, AND WILLIAMSON COUNTY, TENNESSEE, CONCERNING THE
CONSTRUCTION AND OPERATION
OF A JOINT FIRE STATION AND EMERGENCY RESPONSE STATION
COF Contract No. 2018-0275**

THIS INTERLOCAL AGREEMENT ("Agreement") is made and entered by and between the **CITY OF FRANKLIN**, a municipal corporation of the State of Tennessee, hereinafter referred to as "City", and **WILLIAMSON COUNTY, TENNESSEE**, a political subdivision of the State of Tennessee, hereinafter referred to as "COUNTY", pursuant to the Interlocal Cooperation Act, T.C.A. §§12-9-101, et. seq. and T.C.A. § 5-1-113, for the construction and operation of a joint fire station and emergency response station.

WHEREAS, Tennessee Code Annotated, Section 5-1-113 specifically provides legal authority for a county legislative body and a legislative body of any municipality that lies within the boundaries of the county to enter into any agreements as may be desirable or necessary for the purpose of permitting the county and municipality to construct, operate, or maintain, either jointly, or otherwise, desirable and necessary services or functions, under such terms as may be agreed upon by the parties' respective legislative bodies;

WHEREAS, the City and County previously entered into an interlocal agreement in which the City provided access to the County to its sewer system in turn for a parcel of a 1.85-acre lot to enable the City to construct a fire station to service the surrounding area;

WHEREAS, the parties have agreed to expand the proposed fire station facility to provide a separate area and garage to provide emergency response services to the surrounding area; and

WHEREAS, the project will serve the needs of the Williamson County Office of Public Safety, its Emergency Management Services, and the Franklin Fire Department for the surrounding areas:

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the parties agree as follows:

1. PURPOSE. The purpose of this Agreement is to set forth the obligations and rights of the parties in the construction, operation, and maintenance of a joint fire station and emergency response station ("Project") to increase the parties' capabilities to provide fire and emergency response services for the surrounding area. Each party is responsible for the cost of its obligations provided herein.

2. CONSTRUCTION PHASE.

2.1. The City shall be the lead agency on the Project and shall ensure that all contracts, bids or other necessary documents are properly procured and executed. The County shall have the right to provide its own insight and input as is deemed necessary.

2.2 The City is responsible for advertising and selecting the lowest and best bidder according to applicable procurement law. The City and County shall jointly administer construction of the joint emergency response station and fire station ("Facility") in accordance with the approved construction plans which are attached hereto. The construction plans may be amended by agreement of both parties' chief administrator.

2.3. The County shall contribute Six Hundred Forty Thousand dollars (\$640,000.00) for the cost of designing, site preparation, and constructing its portion of the Facility, including but not limited to, the separate emergency response bay and living quarters. The City shall be responsible for all costs associated with the design, site preparation, and construction of its portion of the Facility. The County shall submit payment to the City prior to either a Temporary or Final Certificate of Occupancy being issued by the City, whichever comes first.

2.4. The parties will jointly and equally contribute to all aspects concerning the construction of the paved ingress/egress to be constructed in accordance with the construction plans developed by the City. The City shall be responsible for bidding and procuring the contracts for all aspects of the construction of the ingress/egress. The County shall submit payment to the City within forty-five (45) days of the City submitting documentation to the County of the costs incurred in the design and construction of the paved ingress/egress.

2.5 Should change orders be needed by either party, that party shall bear the sole cost of the change.

2.6 Any future capital improvements or capital repairs that affect the entire facility shall first be approved by both parties and shall be based upon selection of architects, construction bids, budgetary appropriations, and administration in the same manner. Each party's contribution shall be based on the parties' square footage of their area. Any cost associated with needed joint capital improvements shall be subject to mutual approval and shall be calculated on each party's square footage. Neither party shall conduct needed improvements that may affect the other party's use of its portion of the Facility without first obtaining written permission.

3. Post Construction Operation and Maintenance.

3.1. Unless otherwise provided herein, each party shall be responsible for all repairs and maintenance to their respective areas of and within the Facility except for any damage caused by the negligence or willful act of the other party, its agents, employees, invitees, or licensee.

3.2. The City shall be responsible for all costs associated with the initial landscaping within its parcel as well as all costs associated with the continued maintenance and care of the landscaping.

3.3. The parties shall be responsible for the cost and maintenance of its utilities. Should any utilities be billed as one bill, the parties shall be responsible for their cost based on a pro rata share of each party's square footage.

3.4. Either party may conduct improvements or repairs on the interior of their respective areas as it deems necessary. Notice of any improvements to the structure will not be initiated until thirty (30) days' notice has been provided to the other party.

3.5. The City and County shall share in the cost of the maintenance and repair of the shell structure based on the pro rata share of each party's square footage. The County shall submit payment to the City within forty-five (45) days of the City submitting documentation to the County of the costs incurred.

3.6 In the event any modifications made to the Facility by either party interferes with the other party's operation, maintenance, or use of its portion of the Facility or access to the Facility, the interfering party shall, at its sole cost, upon receipt of written notice from the other, eliminate the interference.

3.7. Each party will be responsible for the procurement of its furniture, computers, electronics, equipment, and household items needed to use their respective areas of the Facility.

4. Miscellaneous.

4.1. Term of Agreement and Renewal. The initial term of this Agreement shall be for *ten (10) years*, commencing upon the date in which this Agreement is signed by both parties, herein referred to as the "commencement date". **Because the parties are aware of the vast amount of public resources that each party is providing under this Agreement to construct the Facility and related improvements, this Agreement may not be terminated for convenience during its initial ten (10) year term.** This Agreement shall terminate at midnight on the last day of the month in which the tenth annual anniversary of the Commencement Date shall have occurred unless the term is extended. This Agreement shall be extended for two (2) additional ten (10) year terms. Each renewal term shall be on the same terms and conditions as set forth herein. This Agreement shall automatically be renewed for each successive renewal term unless this Agreement is terminated as provided for herein. Unless otherwise provided for herein, either party may terminate this Agreement during either of the extended terms by providing the other party a one (1) year prior written notice of the termination.

4.2 Prohibition of Encumbrances. The parties shall not engage in any financing or any other transactions creating any mortgages, mechanic's or materialman's liens, or any other encumbrances

or liens or claims of any kind upon the Facility. It is distinctly understood and agreed that any persons, firm, or corporation furnishing materials or performing labor to the Facility, shall look only to the authorizing entity for any payment, and that no lien or claim shall be allowed to attach to the Facility.

4.3 Termination. This Agreement may be terminated upon the occurrence of any of the following:

4.3.1. Should either party fail to fulfill in a timely and proper manner, its obligations under this Agreement, or if either party should violate a material term of this Agreement, the non-breaching party shall provide the breaching party with written notice of the breach. The breaching party will then have ninety (90) calendar days from the receipt of the notice to cure the breach. Should the breaching party be unable to cure the breach within ninety (90) calendar days then the parties may agree in writing to a reasonable extension to cure the breach. Should the breaching party fail to cure the breach, the non-breaching party may seek any available legal remedies; and

4.3.2. By written agreement of the parties.

4.3.3. Upon termination of this Agreement by expiration of term or otherwise, the terminating party must provide the other party the right of first refusal to purchase the terminating parties interest in the Facility for fair market value less depreciation. In the case of the County terminating the agreement, land value will not be included in the fair market value as the land is owned by the City.

4.4 Modification, Amendment to the Agreement. This Agreement may not be modified, amended, or extended verbally or by conduct, but only by a written document duly executed by both parties.

4.5 Assignment. The rights and obligations under this Agreement are not assignable without first obtaining written permission from the other party. This Agreement shall only be assignable to another governmental or public entity that provides the same or similar emergency services as the assigning party.

4.6 Security. The parties' officers, employees, servants, agents, and guests shall comply with all security requirements of the Facility. Each party shall be diligent in keeping their area of the Facility secure by observing security measures. Neither party shall be responsible or liable for damages or destruction of the other's area in the Facility, except if the damage is due to the party's negligence. The County and City reserve, in their individual capacity, the right to eject and/or bar from entry to the Facility, anyone not authorized to be in the Facility.

4.7 Insurance. Each party shall be responsible for maintaining insurance at a rate to cover the cost of replacement of their personal and real property.

4.8. Remedies. Upon breach or default of any of the provisions set forth herein, each party shall be entitled to any damages or other equitable relief permitted under the laws of the State of Tennessee.

4.9 Notices. All notices, requests, demands and other communications hereunder, shall be in writing and shall be deemed given if personally delivered or mailed, certified mail, return receipt requested, to the following addresses:

CITY

Eric Stuckey,
City Administrator
City Hall
109 Third Ave. South
Franklin, TN 37064

COUNTY

Rogers Anderson
Williamson County Mayor
Administrative Complex, Suite 125
1320 West Main Street
Franklin, TN 37064

4.10 Severability. If any one or more of the covenants, agreements, or provisions of this Agreement shall be held contrary to any expressed provisions of law or contrary to any policy of expressed law, although not expressly prohibited, contrary to any express provision of public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements, or provisions shall be null and void and shall be deemed separate from the remaining covenants, agreements, or provisions of this Agreement.

4.11 Headings. All articles and descriptive headings of paragraphs in this Agreement are inserted for convenience only and shall not affect the construction or interpretation hereof.

4.12 Point of Contact. Each party's building maintenance director shall be the point of contact concerning the provisions of this Agreement.

4.13 Compliance with Laws. The parties shall comply with all laws of the United States of America, the State of Tennessee, and local laws and shall secure all necessary permits and licenses and keep the same in force during the term of this Agreement and shall not permit or commit any strip or waste of the Facility.

IN WITNESS WHEREOF, the County and the City have executed this Agreement effective as of the date and year first above written.

ATTEST:

CITY OF FRANKLIN, TN

BY: Eric Stuckey
City Administrator

BY: DR. KEN MOORE
MAYOR

Approved as to form by:

Shauna R. Billingsley
City Attorney

ATTEST:

WILLIAMSON COUNTY, TN

BY:

BY: ROGERS ANDERSON
COUNTY MYOR

Approved as to form by:



County Attorney

**INTERLOCAL AGREEMENT BETWEEN THE
CITY OF FRANKLIN, TENNESSEE, AND WILLIAMSON COUNTY, TENNESSEE, CONCERNING THE
CONSTRUCTION AND OPERATION
OF A JOINT FIRE STATION AND EMERGENCY RESPONSE STATION
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4.3.2. By written agreement of the parties.

4.3.3. Upon termination of this Agreement by expiration of term or otherwise, the terminating party must provide the other party the right of first refusal to purchase the terminating parties interest in the Facility for fair market value less depreciation. In the case of the County terminating the agreement, land value will not be included in the fair market value as the land is owned by the City.

4.4 Modification, Amendment to the Agreement. This Agreement may not be modified, amended, or extended verbally or by conduct, but only by a written document duly executed by both parties.

4.5 Assignment. The rights and obligations under this Agreement are not assignable without first obtaining written permission from the other party. This Agreement shall only be assignable to another governmental or public entity that provides the same or similar emergency services as the assigning party.

4.6 Security. The parties' officers, employees, servants, agents, and guests shall comply with all security requirements of the Facility. Each party shall be diligent in keeping their area of the Facility secure by observing security measures. Neither party shall be responsible or liable for damages or destruction of the other's area in the Facility, except if the damage is due to the party's negligence. The County and City reserve, in their individual capacity, the right to eject and/or bar from entry to the Facility, anyone not authorized to be in the Facility.

4.7 Insurance. Each party shall be responsible for maintaining insurance at a rate to cover the cost of replacement of their personal and real property.

4.8. Remedies. Upon breach or default of any of the provisions set forth herein, each party shall be entitled to any damages or other equitable relief permitted under the laws of the State of Tennessee.

4.9 Notices. All notices, requests, demands and other communications hereunder, shall be in writing and shall be deemed given if personally delivered or mailed, certified mail, return receipt requested, to the following addresses:

CITY

Eric Stuckey,
City Administrator
City Hall
109 Third Ave. South
Franklin, TN 37064

COUNTY

Rogers Anderson
Williamson County Mayor
Administrative Complex, Suite 125
1320 West Main Street
Franklin, TN 37064

4.10 Severability. If any one or more of the covenants, agreements, or provisions of this Agreement shall be held contrary to any expressed provisions of law or contrary to any policy of expressed law, although not expressly prohibited, contrary to any express provision of public policy,

or shall for any reason whatsoever be held invalid, then such covenants, agreements, or provisions shall be null and void and shall be deemed separate from the remaining covenants, agreements, or provisions of this Agreement.

4.11 Headings. All articles and descriptive headings of paragraphs in this Agreement are inserted for convenience only and shall not affect the construction or interpretation hereof.

4.12 Point of Contact. Each party's building maintenance director shall be the point of contact concerning the provisions of this Agreement.

4.13 Compliance with Laws. The parties shall comply with all laws of the United States of America, the State of Tennessee, and local laws and shall secure all necessary permits and licenses and keep the same in force during the term of this Agreement and shall not permit or commit any strip or waste of the Facility.

SIGNATURE PAGE FOLLOWS

IN WITNESS WHEREOF, the County and the City have executed this Agreement effective as of the date and year first above written.

ATTEST:

CITY OF FRANKLIN, TN

BY: Eric Stuckey
City Administrator

BY: DR. KEN MOORE
MAYOR

Approved as to form by:

Shauna R. Billingsley
City Attorney

ATTEST:

WILLIAMSON COUNTY, TN

BY:

BY: ROGERS ANDERSON
COUNTY MYOR

An aerial photograph of a suburban neighborhood. The image shows several houses with different roof colors (brown, blue, grey), green lawns, and trees. Some trees have yellow and orange autumn foliage. A dark grey rectangular box is centered over the image, containing white text. The text is arranged in two lines: "Examining the" on the top line and "Neighborhood Meeting Process" on the bottom line. The font is a serif typeface.

Examining the Neighborhood Meeting Process



What is the value of a neighborhood meeting?

What is the goal of a neighborhood meeting?



Early in the process: allows for feedback, not final stance

Target Audience is citizens and neighbors:
allows an environment to learn about the
project, ask questions

Remember, it's too late for questions at a Public Hearing



Proposed Format

15 minutes: Informal question/answer time with applicant

Allows opportunity for drop-ins, close up examination of the plan

15 minutes: Formal presentation by applicant

Allows everyone to hear the same information from the applicant

30 minutes: Formal question and answer

Allows everyone to hear the same answer from applicant, reduces duplication of questions

After 1 hour, staff will end the meeting



Details

- *Have people line up for formal Q/A*
- *Have a presentation checklist/template*
 - *Point out where this neighborhood meeting is in the process*
- *Staff/Applicant read a civility code statement*

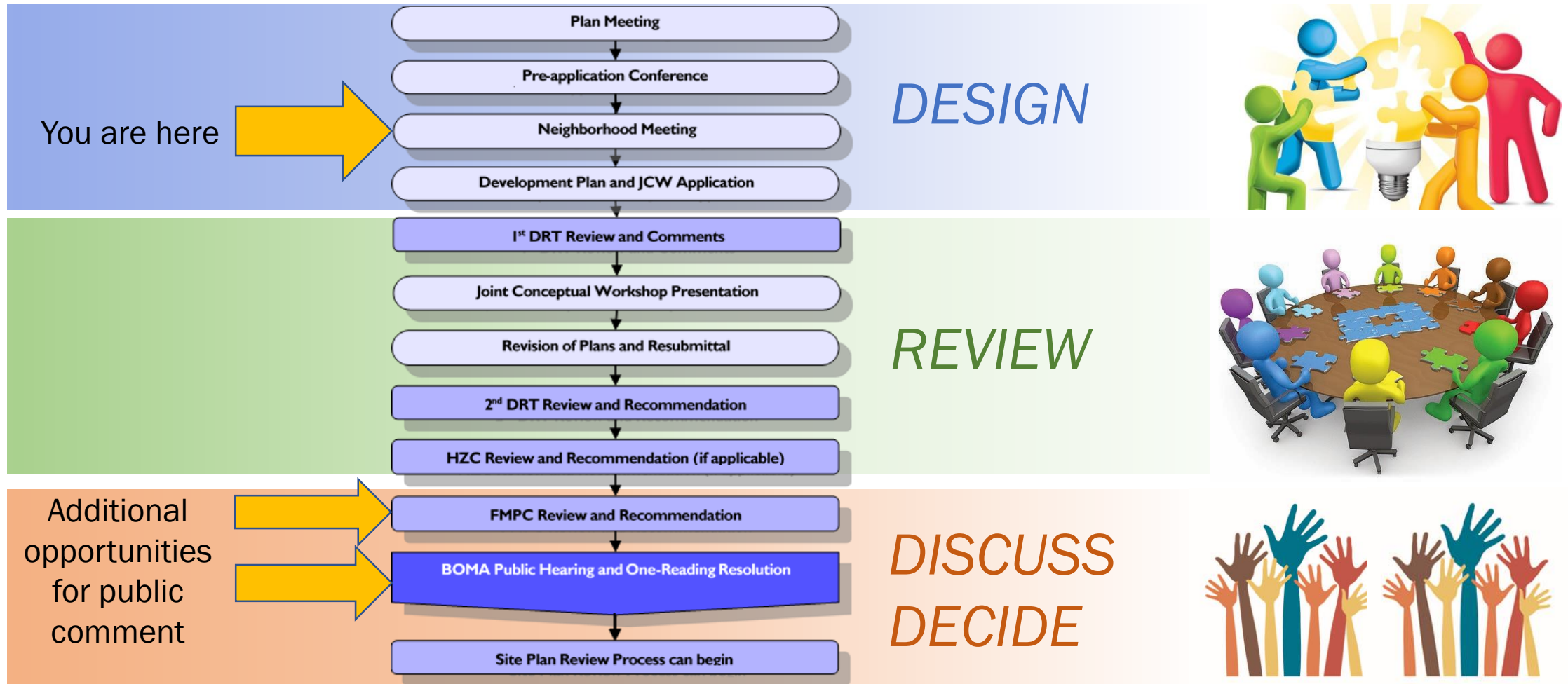


Thoughts?

15 minutes:	Informal question/answer time with applicant
15 minutes:	Formal presentation by applicant
30 minutes:	Formal question and answer

Highlight Process

PUD Process



NEIGHBORHOOD MEETING NOTICE

Meeting Date: 05/08/2018 Time: 6:00-7:00 pm

Location: City Hall, 109 3rd Avenue South

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Other improvements

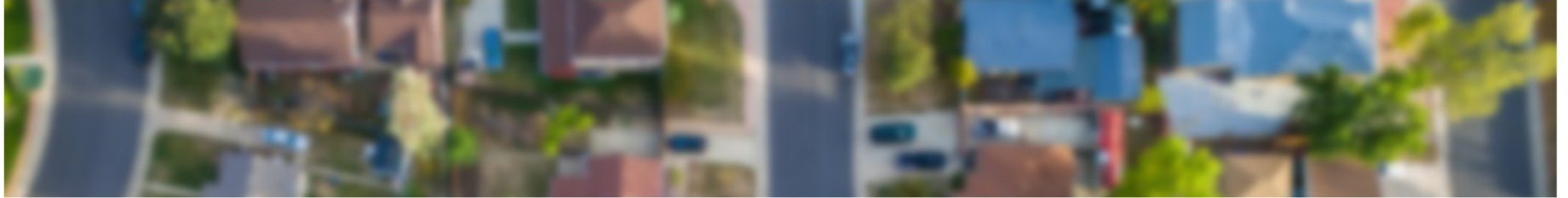
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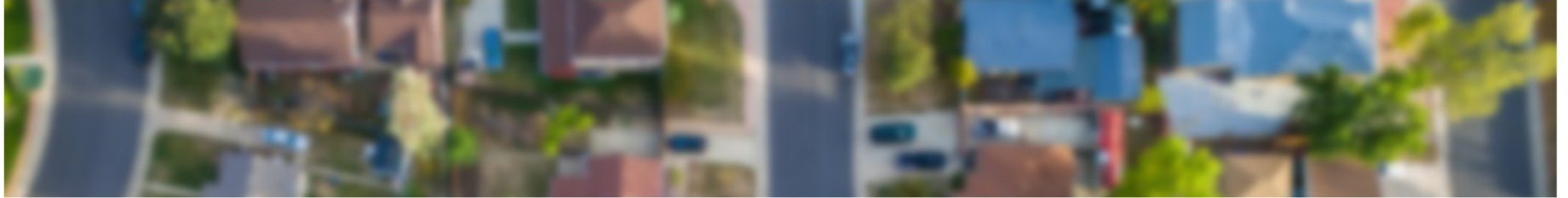
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Examining the Neighborhood Meeting Process



What is the value of a neighborhood meeting?

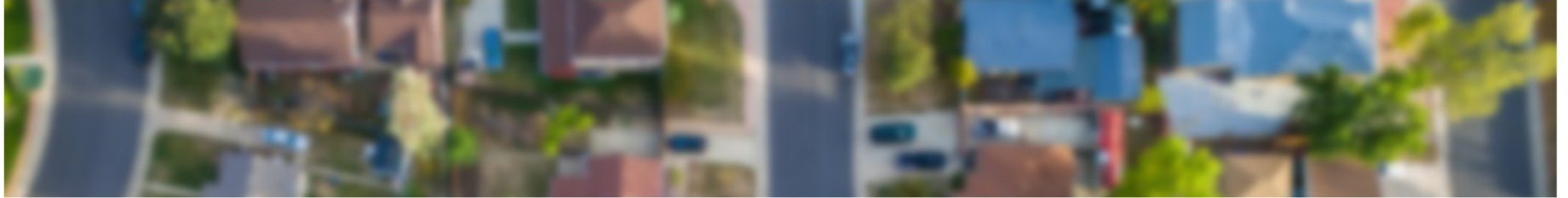
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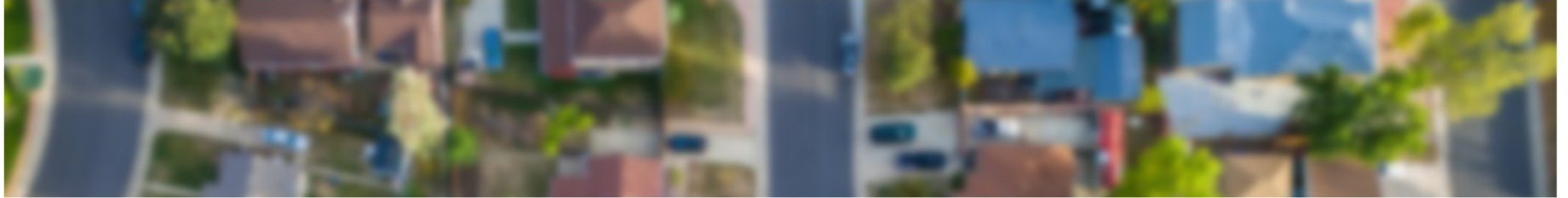
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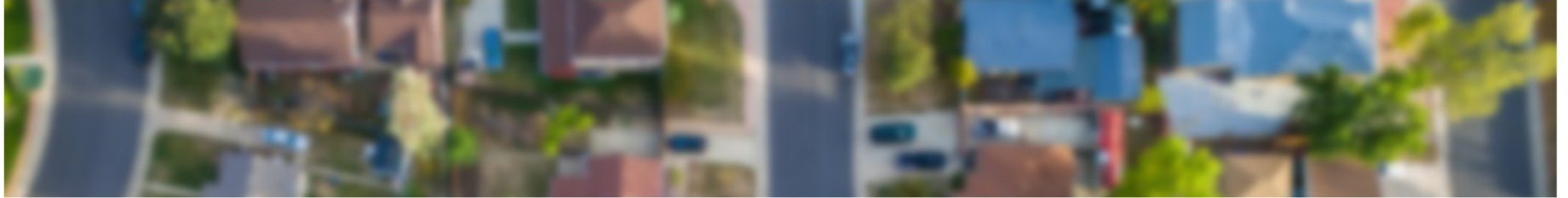
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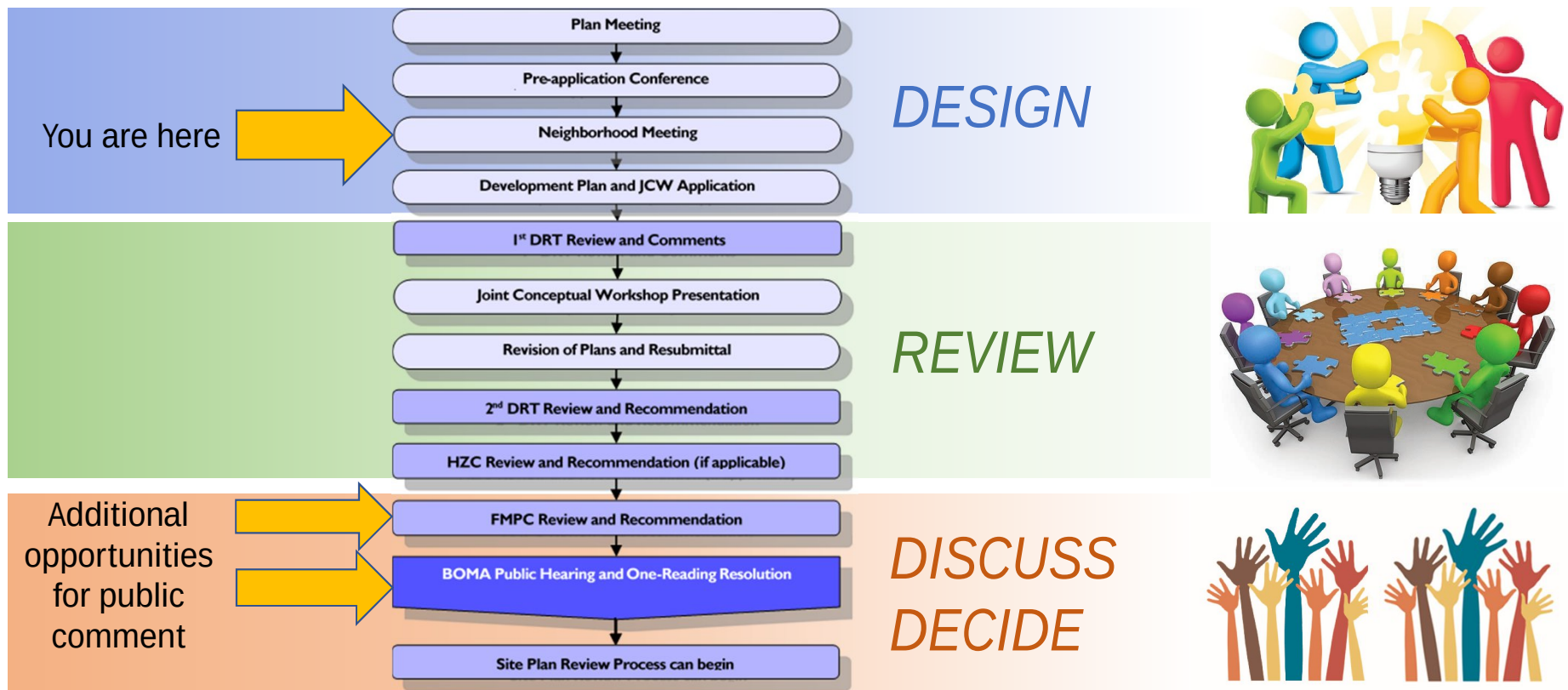


Thoughts?

- | | |
|-------------|--|
| 15 minutes: | Informal question/answer time with applicant |
| 15 minutes: | Formal presentation by applicant |
| 30 minutes: | Formal question and answer |

Highlight Process

PUD Process



NEIGHBORHOOD MEETING NOTICE

Meeting Date: 05/08/2018 Time: 6:00-7:00 pm

Location: City Hall, 109 3rd Avenue South

You are receiving this letter to provide public notice for an upcoming Neighborhood Meeting regarding a proposed development for the property located at [street address], Franklin, TN. The meeting will be held on [date] at [time] in [meeting location]. Please see the information below for more details.

Project Description:

[provide a brief narrative of the project, including the number of dwelling units, non-residential square footage, proposed uses, overall acreage of the site]

Why are you receiving this letter?

The proposed project is within 500' of your property.

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The purpose of the meeting is to make citizens aware of a potential new project(development?) within their immediate vicinity, and to allow them the opportunity early in the review process to engage with the applicant. The meeting is meant to be informative, and allow citizens an opportunity to ask questions directly to the developers about the project. If the project continues with a formal application to the city, it will go through a Public Hearing process, but the Public Hearing process does not involve a question and answer session.

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Can you see the proposed plans prior to the meeting?

Absolutely! They are provided on the back of this sheet. Also, you may contact the applicant to view the plan prior to the Neighborhood Meeting. The applicant's contact information is:

[applicant name, applicant company]

Email:

Phone:

What should I expect at the neighborhood meeting?

The developer may provide a short presentation at the beginning, but the format is open-house style. This allows you to drop in anytime that is convenient during the timeframe of the meeting. There will be several tables set up and staffed by the development team, which allows you to review the plan and speak one-on-one with the development team. Feel free to ask as many questions as you can think of! Also, there will be a table staffed by a city employee, should you have questions about the process or questions related to zoning.



Other improvements

Formal pamphlet, outlines the life cycle of a development from early discussions with staff, all the way through building permit—high level, point out public engagement opps

Include the neighborhood meeting public notice letter and plan on the public calendar, for all to view

Include developer report on Neighborhood meeting with the package presented at FMPC and BOMA

An aerial photograph of a suburban neighborhood. The image shows several houses with different roof colors (brown, blue, grey), green lawns, and trees. A road with a few cars is visible. A dark rectangular box with white text is centered over the image.

Examining the Neighborhood Meeting Process



Goals of a neighborhood meeting

- Make neighboring properties aware of a potential development in their area,
- Provide a forum for citizens to learn about the potential development early in the process, and
- Allow an opportunity for citizens to suggest small-scale changes that could make the development more palatable for the neighborhood.



Stress the timing in the planning process

The meeting is one of the *first* steps in the process.

The plan at this point is conceptual. Further review by staff is required, to ensure that it is meeting the goals and requirements of the city.

There will be several opportunities for public comment once the plan is further developed.

The meeting is a requirement, and staff has not yet made a determination on whether the plan will be supported.

Proposed Changes

Change the [meeting format](#) to encourage productive dialogue and to provide more one-on-one conversation between the developer and citizens



Change the [mailing](#) to be less technical and more narrative and to provide more helpful information prior to the meeting



Open House Format

Smaller tables staffed with the development team

Clarify to developers the expectation to provide *multiple* staff members to run tables/stations

One station for city staff, for zoning and process questions

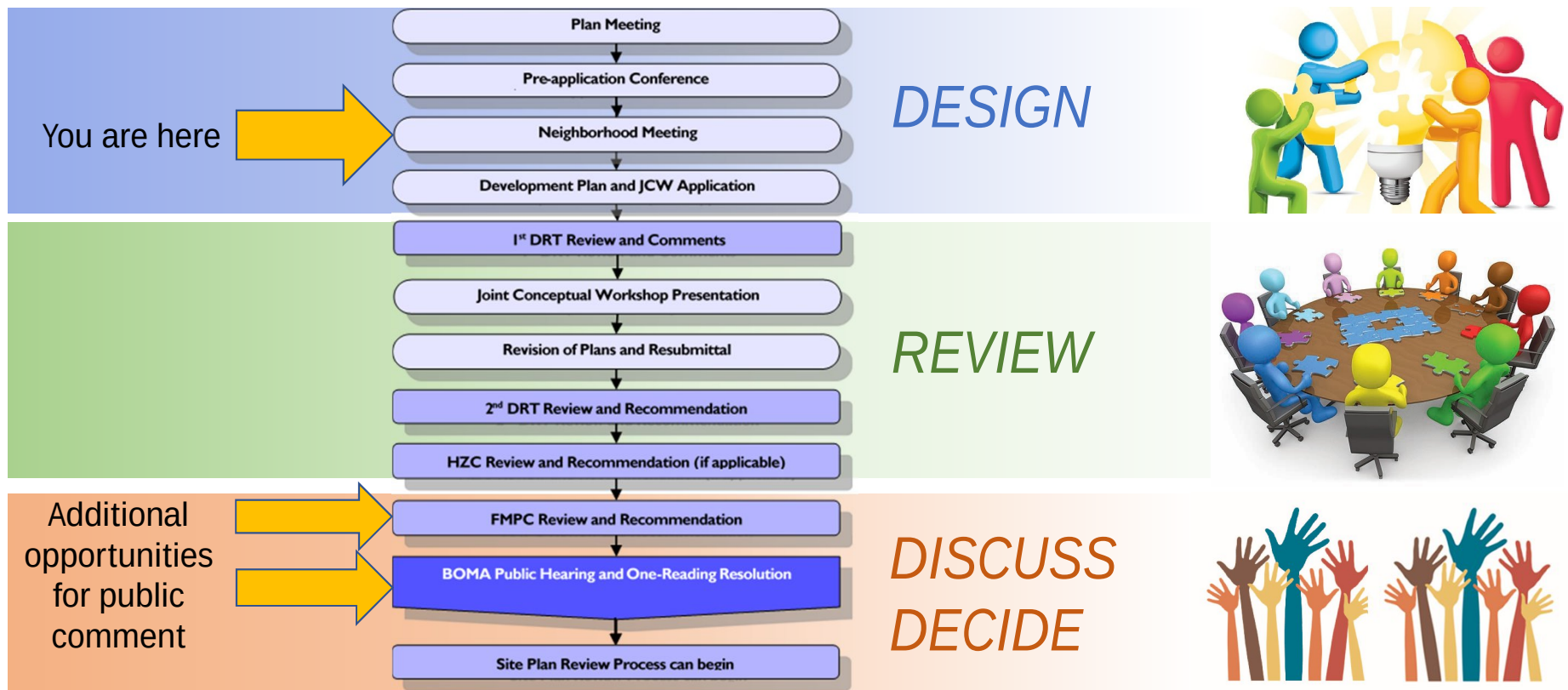
Developer can choose to do a quick presentation, but should take questions at stations

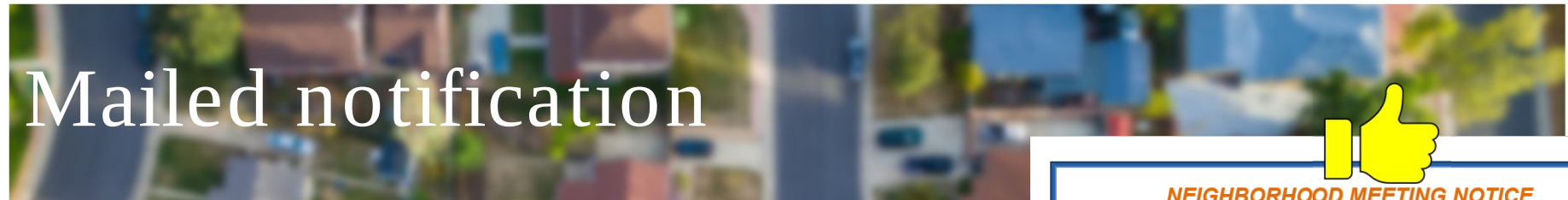
Developers can choose to use a third party presenter or facilitator that can more effectively guide a potentially contentious meeting



Highlight Process

PUD Process





Mailed notification

Send a mailing that describes the project in laymen's terms

Explain where the development is in the process

Explain the neighborhood open house meeting format

Include a one-page sketch of the proposal

Example Notification Letter

August 8, 2012

PUBLIC NOTICE

This letter is written to provide public notice for a Neighborhood Meeting regarding a proposed Development Plan for the property located at 123 Anystreet, Franklin, TN. The meeting will be held on August 20, 2012 at 6 p.m. in the City Hall Board Room. Please see the information below for more details.

Applicant:
Jane and Joe Citizen, 123 Anystreet, Franklin, Tennessee, 37064, (615) 123-4567, janeandjoe@someplace.com

Application Type:
PUD Development Plan to be submitted to the City of Franklin on September 10, 2012 for the October 25, 2012 Franklin Municipal Planning Commission meeting.

Date, Time, and Place of Public Meeting:
August 20, 2012 at 6 p.m. in the City Hall Board Room, 109 3rd Avenue South, Franklin, Tennessee, 37064.

Subject Property:
123 Anystreet, Franklin, Tennessee, 37064 in the Whispering Willows Subdivision

Nature and Scope of the Application Request:
This submittal is a PUD Development Plan, which proposes 123 attached dwelling units (or a 123,000 square foot church, 234,000 square feet of retail, etc). More details can be given here...

Where to View the Proposed Plan:
The public may contact the applicant to view the plan prior to the Neighborhood Meeting.

Where the Public Can Be Heard:
The applicant will provide a brief presentation of the proposed Development Plan at the Neighborhood Meeting. The public will be given the opportunity to ask questions and provide feedback following the presentation. There will also be an opportunity for public comment at the scheduled Franklin Municipal Planning Commission meeting.

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Meeting Date: 05/08/2018 Time: 6:00-7:00 pm
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Franklin*Forward*: The City's Strategic Plan



Franklin*Forward*

Proposed Revisions & Updates



FranklinForward: *Proposed Revisions & Updates*



Overview:

- Creation of **FranklinForward**
- Progress to Date
- Process for Review
- Focus of Review
- Results of Review
- Next Steps



Creation of FranklinForward:

- City staff in conjunction with BOMA developed FranklinForward as the Vision for 2033 for the community in 2012-2013.
- BOMA formally adopted the Strategic Plan in 2013.
- Staff began integration into the budget document in FY 2015 (CY 2014).
- <http://performance.franklintn.gov> – the City’s online home for FranklinForward and the City’s first Open Performance/Data website was launched in 2016.

Progress to Date:

Baseline Establishment:

Progress Ranking

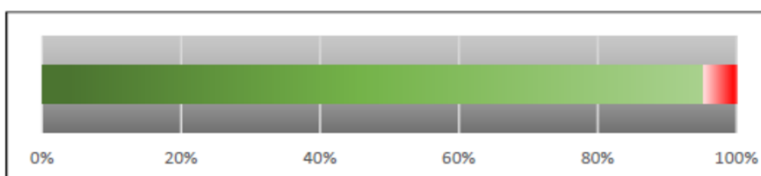
Good

Function: Establishing baselines which can measure goals to determine progress of strategic plan

Goal: 100%

Achieved: 96%

Goals which have baselines	61
Goals which do not have baselines	3
Total Goals	64



Measurement Determination:

Progress Ranking

Good

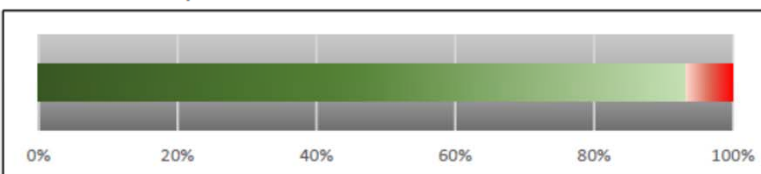
Function: To determine how many baselines are established and to what extent they are established

Goal: 100%

Achieved: 93%

Baselines with determined measures	69
Baselines which have no measure	5
Total Baselines*	74

*Please note: Some goals have more than one baseline.



Data Determination

Progress Ranking

Good

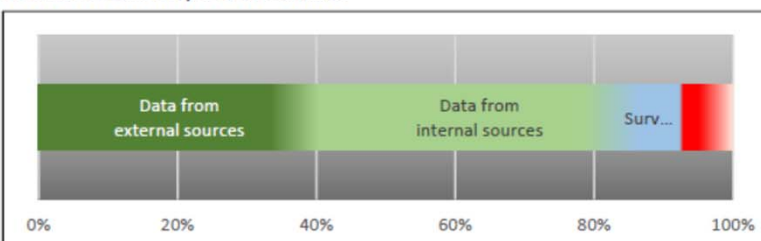
Function: To determine how many baselines are established and to what extent they are established

Goal: 100%

Achieved: 93%

Data from external sources	30
Data from internal sources	34
Data from citizen survey	5
Data source not established	5
Total Baselines*	74

*Please note: Some goals have more than one baseline.



Goal Met

Safe Neighborhoods

61.9

% below the National
Violent Crime Rate

Achieved Goal
December 2017

Detail >

Goal Not Met

Diversified Revenue
Sources

49.3

% Gen. Fund reliance on
Local Sales Tax

needs
improvement

Detail >

Process for Review of FranklinForward:

As per your direction, “Theme Teams” – consisting of 4 to 5 Department Heads and the Asst. City Administrators, City Administrator and Budget & Strategic Innovation Manager - were recreated and reviewed, goal by goal, each aspect of the strategic plan.

Recommendations made (see attached) fall into one of four possibilities:

- 1) To Leave as is
- 2) To Modify
- 3) To Delete
- 4) To Create New

Focus of Review FranklinForward:

Teams when choosing how to evaluate measured each goal or baseline as follows:

- 1) Gauge the effectiveness and performance of each goal
- 2) Adjust any component to reflect current needs and demands of the community
- 3) Modify or change any component which has proven not to be measurable
- 4) Determine with BOMA guidance any goals to add or delete

Results of Review FranklinForward:

- **NO** Themes or Sub-Themes recommended to be changed
- Changes recommended are “technical” in nature; that is they primarily ensure that each goal is measurable annually and/or the measurement is of a more effective and meaningful nature than originally proposed
- Outcomes are summarized:

	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



FranklinForward: *Proposed Revisions & Updates*



Next Steps:

- BOMA receives presentation (*tonight*) and proposed review plan for FranklinForward update.
- Should the BOMA agree with the proposed changes, staff will work to revise the FY 2020 budget to account for the changed measures, and present the new strategic plan by May 2019 as part of the formal Recommended Budget submission.
- Staff will work over the winter & spring to update the Open Performance website
- Finally, staff will for the first time produce a formal document showing progress annually in meeting Strategic Plan goals to accompany the website and budget demonstrations.

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

Department	Existing Goal	Theme Team Recommendation
------------	---------------	---------------------------

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>

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

Department	Existing Goal	Theme Team Recommendation
	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>

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

Department	Existing Goal	Theme Team Recommendation
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>

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

Department	Existing Goal	Theme Team Recommendation
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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 (Jordon 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

Department	Existing Goal	Theme Team Recommendation
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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

Department	Existing Goal	Theme Team Recommendation
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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

Department	Existing Goal	Theme Team Recommendation
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>
<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</i>		

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

Department	Existing Goal	Theme Team Recommendation
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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>

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

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