

GERMANTOWN
FORWARD 2030

OUR PLAN FOR SOCIAL,
ENVIRONMENTAL AND
ECONOMIC SUSTAINABILITY.

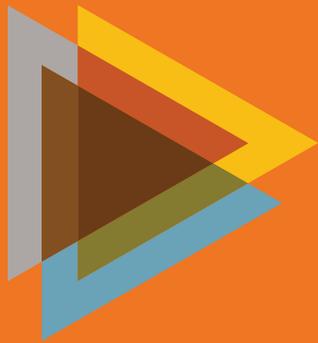


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I visited Germantown in February 2015, during the first days of the community-wide visioning process that rendered the document you're now reading. I was struck by the City's and the community's willingness to lean into this process, to try to get it right — to create a plan that was inclusive of everyone and would honor the community's heritage while also making Germantown a place that our kids and grandkids would want to call home.

It's tricky to try to plan for the next generation. As a professional futurist, even I am not sure of what the future will bring. We know that our kids will use more, not less, technology. We know that the importance of great education will only grow in importance. And we know that we're living much, much longer. But we also know that we are going to have to throw a few things at the wall, and see how they stick. Especially if you're committed to constant improvement, experimentation will be the norm.

But one thing will never change. It's timeless, and it's wisely written repeatedly in these pages. *Communities are about people.* "All generations." "Engaged residents." "Creativity." "Design." "Culture." "Kindness." "Partnerships." All of these words are in your Vision and Values, and none of them are possible without people. In his play *Coriolanus*, Shakespeare wrote, "What is a city but the people?" Indeed. Regardless of Germantown's future, it will always be about the people.

REBECCA RYAN

Dear citizens, stakeholders and visitors:

Throughout our City's history, leaders have always kept an eye on the future while being mindful of our past. As mayor of such a wonderful community and strong municipal organization, I am honored to present this strategic plan for the City of Germantown. Supported by a clearly articulated set of key performance areas and strategic objectives, the Germantown Forward 2030 vision statement identifies the right choices to move Germantown toward a sustainable future.



First, I must recognize and acknowledge the work of the 30-member strategic planning steering committee. Over a period of 12 months, they created the long-range vision and guiding principles under which this strategic plan has emerged. Next, nine task forces took the vision statement and over a very tight and rigorous time frame, developed meaningful and actionable strategic objectives and performance measures that breathe life into our plan. The result is a strategic vision and plan that is truly a product of the community.

Creating a sustainable city requires a long-term view. The Germantown Forward 2030 plan captures this with a focus on quality of life issues, fiscal responsibility, strong public safety and community engagement. This strategic plan is intended to help guide Germantown in these areas by charting a course to navigate the economic, environmental and social arena in which the City operates.

Your continued support to build a sustainable future makes our vision for Germantown possible. I look forward to the years ahead and am confident we can achieve the strategic objectives contained within this plan.

Sincerely,

A handwritten signature in black ink that reads "Mike Palazzolo". The signature is fluid and cursive, with the first name "Mike" and last name "Palazzolo" clearly legible.

MAYOR MIKE PALAZZOLO

Creating a sustainable city requires a long-term view. The Germantown Forward 2030 vision statement captures this with a focus on quality of life issues, fiscal responsibility, strong public safety and community engagement.

EXECUTIVE SUMMARY

— PATRICK J. LAWTON, ICMA-CM
GERMANTOWN CITY ADMINISTRATOR

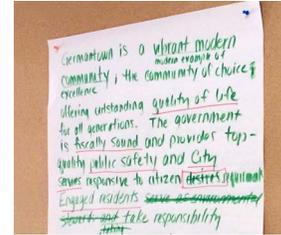


Germantown Forward 2030 Steering Committee

Introduction

The complexity of the problems facing local governments and communities across the country requires active and ongoing citizen engagement in long-range planning to guide public policy and service delivery. It was against this backdrop that the strategic plan, now known as Germantown Forward 2030, emerged. The decision by the Board of Mayor and Aldermen to pursue the development of a strategic plan aimed at 2030, gave Germantown residents an opportunity to truly consider their future desires for the City and to plan proactive steps to move there.

The year-long planning process engaged residents in a dialogue about challenges and opportunities, community values and ensuring a sustainable future for the City. The process also provided an opportunity for the wisdom and expertise of Germantown residents to devise innovative solutions to address the economic, environmental and social issues faced today and anticipated to emerge in the future.



The Strategic Planning Process

In January 2015 the Germantown Board of Mayor and Aldermen approved a process for the development of a long-range strategic plan to guide the growth and development of the community for the next 15 years. The year-long planning process focused on understanding and influencing the future, rather than simply preparing for or adapting to it, by aligning resources to bridge the gap between our present condition and the desired future. The strategic planning process began with the appointment of a 30-member steering committee. These citizens led the development of the Germantown Forward 2030 vision statement. A larger group of citizens assigned to specific task forces worked to develop specific goals and action plans to translate the vision into reality.

In an effort to make the strategic planning process a truly grass roots effort, one of the first actions by the Board of Mayor and Aldermen was to hand over the keys to the 30-member steering committee, charging them with the development of the plan to ensure community ownership. Steering committee members represented all aspects of the community in regard to age, race, gender and neighborhood. The process was facilitated by City staff to provide support and guidance and ensure completion of the plan.

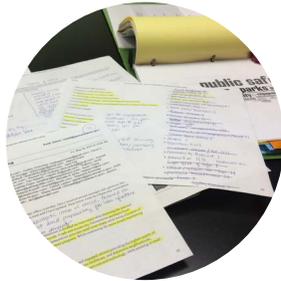
Members of the steering committee plunged headfirst into an intensive situational analysis, including the systematic collection and evaluation of data and relevant material related to the City's current environment and future trends. The group enjoyed unlimited

access to executives and materials. In other words, the committee spent several months learning what makes our City and the greater community "tick," and understanding what's around the corner that may impact us. This analysis included:

- An environmental scan including analysis of key indicators
- Workforce planning analysis
- Legal, ethical and reputational risk assessment
- Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis
- Review and discussion about the City's competitive position, customer requirements and industry trends
- Identification of key communities
- Review of community survey results

“Knowing how to think empowers you far beyond those who know only what to think.”

– NEIL DEGRASSE TYSON



With a treasure trove of knowledge, the committee then spent a period of three months putting pen to paper and collectively developed the Germantown Forward 2030 vision statement. This statement is based on a comprehensive understanding of the current affairs of our community and the challenges and opportunities that lie ahead.

The steering committee’s early writing efforts focused on the following questions:

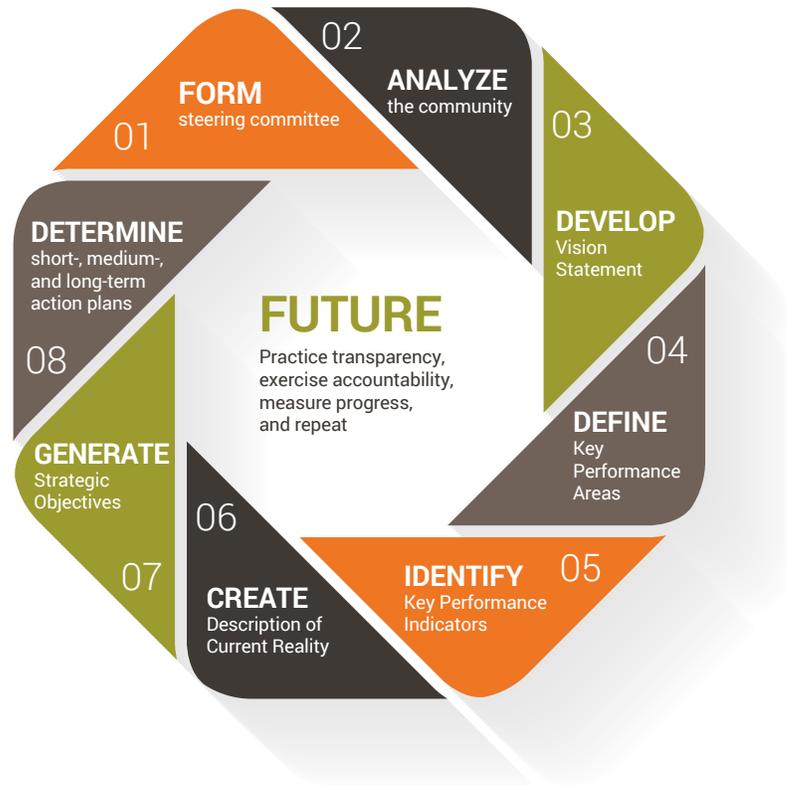
- What must happen to ensure Germantown’s sustainability in 2030?
- What words do you want your children and grandchildren to use to describe Germantown?
- What are the common values shared across the community?
- What is unique about Germantown?

The vision statement developed by the steering committee is an expression of possibility, the ideal state that the community hopes to achieve. The focus of the steering committee in writing the vision statement was to ensure the entire community embraces it. The vision provides the basis, defined by a series of value-based principles, from which the steering committee established the key performance areas.

The key performance areas (KPA) that emerged from the visioning process formed the foundation for the task forces’ strategy development work that followed. Nine task forces were comprised of steering committee members, appropriate City staff and residents tapped for their expertise or interest in one of the KPAs. Individual task forces used the following steps to develop the strategic objectives, actions plans and key performance indicators that guide the implementation of the strategic plan.

- Each task force developed a Description of Success for the KPA. The Description of Success defines KPA success in reference to the vision statement. Task force members asked the question, “What should the performance area look like if the vision is achieved?” and “What community assets exist to help reach this description?”
- Once the Description of Success was defined, the task force used this description to identify indicators and targets to monitor progress.

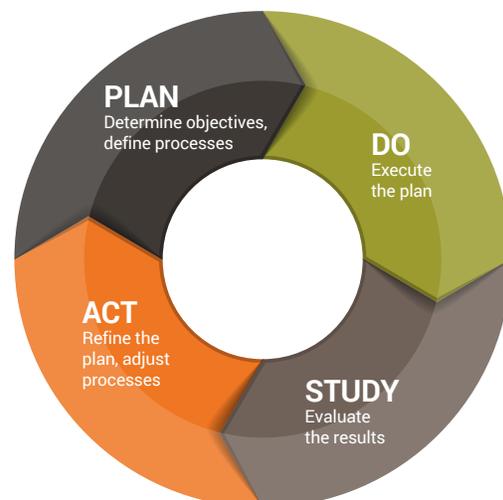
GERMANTOWN 2030 PROCESS OVERVIEW



- Each task force developed a Description of the Current Reality focusing on challenges that may threaten achievement of the description of success. Identification of these challenges provided a starting point for action plan development.
- Finally, each task force generated ideas and initiatives, in the form of strategic objectives and action plans, designed to move the community from current reality toward success. Action plans were sorted into short-, medium- and long-term priorities and performance indicators were developed for each objective.

The strategic objectives and action plans that emerged effectively identify what must be accomplished to achieve the vision set forth in Germantown Forward 2030. These objectives will be deployed through the allocation of intellectual and human capital and financial resources. Progress will be measured using a performance management program designed to provide accountability and transparency.

Germantown will repeat this process using the Plan, Do, Study, Act methodology for continuous improvement.



GERMANTOWN FORWARD 2030

VISION:

Germantown is a vibrant, modern community, the community of choice, offering outstanding quality of life for all generations. The government is fiscally sound and provides top-quality public safety and services responsive to community requirements. Engaged residents honor the past, treasure the present and responsibly shape Germantown's future.

THE COMMUNITY VALUES:

Excellence in education
Innovation, creativity and continuous improvement
Lifestyle opportunities as part of the fabric of everyday life
Natural and designed beauty and smart growth
Community strength, health and sustainability
A culture of excellence and kindness
Local and regional partnerships

KEY PERFORMANCE AREAS:



CITY SERVICES & FINANCE — How to create a culture of continuous improvement and innovation, providing outstanding customer value and high product and service quality in a sound financial manner to our residents, businesses and visitors



ECONOMIC DEVELOPMENT — How to create a strong local economy by attracting new businesses and maintaining successful, resilient businesses that help move the community toward sustainability



EDUCATION — How to provide an educational system that prepares students to be adults in a world that is rapidly changing and to continue to address the economic, infrastructure and technological issues confronting formal and informal lifelong learning



LAND USE & TRANSPORTATION — How land use and transportation policy decisions are made regarding the modification and/or management of land and how people move within our community in a more sustainable manner



NATURAL RESOURCES — How ecosystem integrity and biodiversity are protected, how to provide a dependable supply of high-quality water, reduce green house gas emissions and improve air quality and protect our rivers and streams from pollutants



PUBLIC SAFETY — How to protect the community from natural and man-made events that could endanger lives or property



QUALITY OF LIFE — How arts, culture, recreation and leisure activities for both residents and visitors remain relevant and are delivered in a manner that exceeds expectations



TECHNOLOGY — How to manage technologies strategically and invest infrastructure dollars wisely to meet the expectations of our citizens and business community



WELLNESS — How to meet the physical, nutritional, mental, spiritual and emotional needs of the community to improve health and wellness



“Continuous improvement is better than delayed perfection.”

– MARK TWAIN

CITY SERVICES & FINANCE

City Services and Finance is one of the most important performance areas for the City of Germantown, directly affecting the success of each department and the eight other key performance areas. Focusing on strong, community-driven strategic planning built on a culture of “Excellence, Every Day” City staff deliver services in a fiscally-responsible, efficiency-driven manner focusing on continuous improvement to ensure customer expectations are met.

Strong financial policies provide the framework for Germantown’s financial success and are imperative to the City’s future position. Leaders understand that containing costs and increasing operational efficiency, while maintaining adequate financial reserves, is crucial to sustaining City services and meeting customer expectations. As a result, Germantown is one of only 100 cities in the nation earning the AAA bond rating from both the Moody’s Investment Firm and Standard and Poor’s. Moody’s first awarded Germantown the AAA rating in 1986, followed by Standard and Poor’s in 1994. The City has been recertified by both organizations with each bond sale, most recently in 2016.

In order to ensure customer requirements are met, financial planning must take into consideration the delivery of City services.

Careful planning and citizen engagement ensure that financial resources are allocated in a way that supports each of the nine key performance areas. Community survey results confirm that City efforts are impacting customers with 90% reporting satisfaction with City government’s overall job of providing high-quality services.

While the current reality for Germantown is exceptional, there is always room for improvement. Opportunities exist in the areas of operational efficiency, innovation and closing gaps in coordination of resources.

The City of Germantown must strive to align elected officials, administration, staff, customers, the City budget, fiscal policies, departmental operations and City commissions with the Germantown Forward 2030 Strategic Plan. This will require a focus on identified strategic objectives to ensure action plans are executed and performance goals are met.

Priorities for the Finance and City Services performance area include financial performance, asset renewal, meeting financial liabilities and providing quality, efficient services responsive to community requirements.



Strategic Objective 1	Action Plans	Time Line	Key Performance Indicators
<p>All funds are self-sustaining.</p> <p>The City of Germantown is diligent in maintaining adequate funding levels to support existing services and anticipated service requirements. Some of the City's Special Revenue Funds and Enterprise Funds are dependent upon funds received from the City's General Fund. This objective reduces the dependency of taxpayer dollars from the General Fund to support Special and Enterprise Funds. Over time, the General Fund will reduce funding to the Special Revenue Funds making these funds self-sufficient except for capital needs; however, the Enterprise Funds should be self-sufficient including capital needs. Both of these funds must generate revenues that exceed expenditures.</p>	<ul style="list-style-type: none"> • Reduce dependency of Special Revenue Funds on the General Fund • Reduce dependency of Enterprise Funds on the General Fund 	<p>1 to 2 years</p>	<p>General Fund transfers to Special Revenue Funds</p> <p>General Fund transfers to Enterprise Funds</p>

Strategic Objective 2	Action Plans	Time Line	Key Performance Indicators
<p>Asset renewal is fully funded and takes place as scheduled.</p> <p>The City of Germantown is responsible for significant physical assets including a utility system, streets, drainage system, fire stations, parks and other assets. The City believes that stewardship of City assets is essential to deliver high-quality services to its customers consistently and effectively. The City will review the Infrastructure Replacement Program (IRP) schedule on an annual basis to ensure assets are being replaced when their useful life exceeds value. This objective will be obtained as the City maintains an adequate fund balance and revenues over expenditures. This strategy ensures that assets will be replaced as indicated by the City's IRP schedule.</p>	<ul style="list-style-type: none"> • Update IRP policy, establish criteria for prioritization • Develop process for measuring variance between IRP and actual replacement of assets • Increase asset replacement to meet schedule 	<p>1 to 2 years</p>	<p>Fully funded asset renewal</p>

Strategic Objective 3	Action Plans	Time Line	Key Performance Indicators
<p>Net financial liabilities are fully funded.</p> <p>Financial sustainability is a key objective of the City of Germantown. As a fiscally responsible city, sufficient assets are made available to meet current and future retirees' demands on assets. The City maintains an adequate pension funding level where net pension liability and asset value will be 80% or greater. Pension liability is the difference between the total amount due to retirees and the actual amount of money the company has on hand to make those payments. Germantown is fully funded in all its pension liabilities, however, additional City funds will be required or asset investments will need to change in order to maintain this funding level if it falls below 80%.</p>	<ul style="list-style-type: none"> Reinforce adopted financial policies and monitor pension plan market performance and any amendments to the plan 	<p>1 to 10 years</p>	<p>Fully funded annual pension liability</p>



Strategic Objective 4	Action Plans	Time Line	Key Performance Indicators
<p>The City provides high-quality services.</p> <p>The City's highest objective is to provide superior customer service in the most timely and cost-effective manner on a daily basis. By focusing on current needs and anticipating future customer needs, the City can deliver services consistently and efficiently. One tool that the City relies on to assess customer service is the feedback received from the City's Community Survey. This feedback is used to make changes to existing services and/or anticipate future service requirements. The City takes pride in its technically competent workforce, and is dedicated to serving customers and adapting resources to requirements.</p>	<ul style="list-style-type: none"> • Provide timely response to customer needs • Understand customer requirements for all City operations and integrate within the performance management system 	<p>1 to 2 years</p>	<p>Satisfaction with City services</p>

Strategic Objective 5	Action Plans	Time Line	Key Performance Indicators
<p>The City provides community services that are responsive to customer needs.</p> <p>The alignment of departmental business plans with the City's Strategic Plan is imperative for the sustainability of the City. City departments are tasked with aligning business plans with the strategic objectives included in the City's 2030 Strategic Plan. Operational objectives, designed to support achievement of strategic objectives, are vital to the plan. The achievement of these objectives will lead the City to service excellence in the form of responsiveness to customer needs, as well as cost effectiveness in meeting those needs.</p>	<ul style="list-style-type: none"> • Align departmental business plans with strategic plan • Develop and implement a process to update the plan 	<p>1 to 2 years</p>	<p>Net Promoter Score</p>

Strategic Objective 6	Action Plans	Time Line	Key Performance Indicators
<p>City Services are used effectively in high-priority areas.</p> <p>The City of Germantown strives to deliver services to customers in the most efficient manner possible, while pursuing efficiencies in operations to achieve the best value of public funds. The City relies on feedback that is plotted in the Value Quadrant, a tool used to evaluate and align resources with customer requirements. Low-valued services are evaluated using standardized practices to improve efficiency. Some services may also be eliminated to free up time and money for higher value services.</p>	<ul style="list-style-type: none">• The percent of total City resources for low-valued services should not exceed 20%	1 to 2 years	<p>Satisfaction with the City's ability to focus on priorities</p> <p>Funding of low-valued services</p>





WEST Cancer Center

“Growth is never by mere chance; it is the result of forces working together.”

– JAMES CASH PENNEY, FOUNDER OF JCPENNEY



ECONOMIC DEVELOPMENT

Economic development pervades all aspects of City life, and as such, has become a significant key performance area in achieving sustainability for Germantown. The City's triple bottom line, which refers to economic, environmental and social sustainability, is directly impacted by economic development efforts. The importance of this focus cannot be stressed enough as the competition for jobs, business and community have expanded beyond local to national and global interest. Germantown's approach to current and future economic considerations can strategically position the City long-term as a quality place to live and conduct business — both crucial elements to its continued reputation as a community of choice.

To be successful in economic development, the City must be a community with a thriving sustainable economy that provides innovative employment opportunities and authentic experiences for residents and visitors. Communities that have excelled demonstrate the ability to grow their economies through strong job creation emerging from innovative thinkers and companies that rapidly adapt to changing market needs. They recognize the unique identities of their communities and leverage them in residential and business attraction. They have the ability to reinvent themselves when needed. Economic planning

that incorporates land use and transportation supports infrastructure and connectivity, facilitating an environment for these vital assets to flourish. These considerations are critical for the future of Germantown due to limited land and resources. The resulting tax base, workforce, property values and quality of life will be a reflection of its success.

A variety of assets and resources play a role in the City's economic development efforts. Cultural and recreation amenities (including GPAC, the Germantown Athletic Club, Germantown Community Theater, Bobby Lanier Farm Park, the Germantown Greenway, the Great Hall, numerous parks and athletic fields and more) help to drive revenue from a tourism standpoint. Germantown's reputation for quality shopping (including Saddle Creek, boutiques and multiple grocery offerings) assists with sales tax revenue. And the City's dynamic medical industry, respected education system, relationships in economic development at the local, state and regional level and recent appeal to entrepreneurs through a small business incubator provide a pipeline for opportunities in business innovation and employment. These and other organizations and industries are invaluable in the City's economic development efforts and will continue to provide a valuable contribution in the years to come.

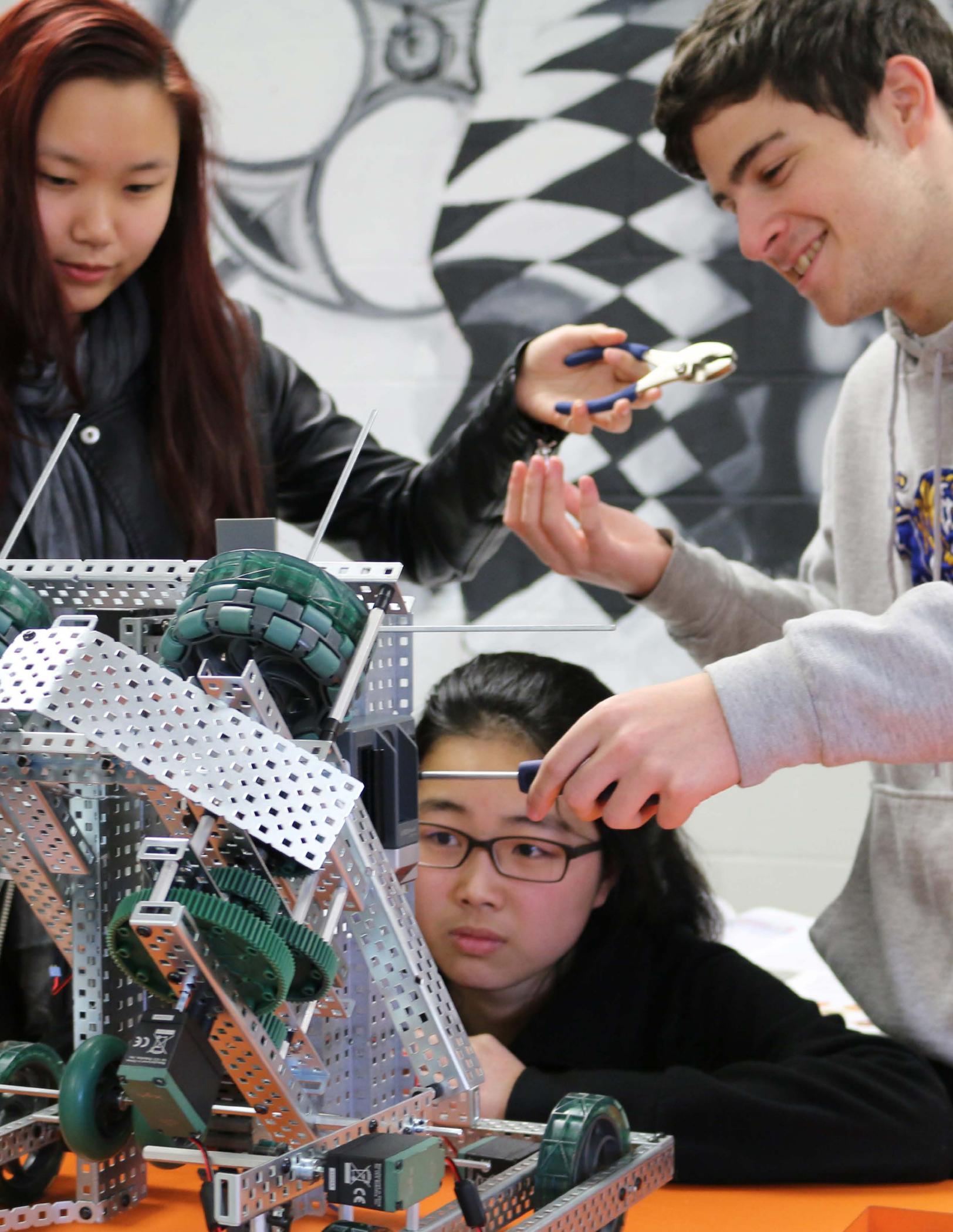


Strategic Objective 1	Action Plans	Time Line	Key Performance Indicators
<p>Economic Development practices support economic sustainability.</p> <p>Germantown’s approach to economic development strategically positions the City as a local and regional destination for medical, office, retail and service business. Economic development efforts directly impact the City’s sustainability. This focus creates a sustainable economic base that provides opportunities for employment along with an affordable place to live. The City creates an enabling business climate through clear and transparent processes where businesses that align with community values thrive. City initiatives focus on retaining, expanding, growing and, lastly, attracting businesses. The City focuses on established targeted industry clusters including healthcare, medical devices, bioscience and technology, while also supporting those businesses that exemplify the overall character of the community.</p>	<ul style="list-style-type: none"> • Develop Germantown as a regional destination • Grow and retain employment opportunities in the City by executing industry sector and cluster strategies aimed at growing the Life Sciences and Health Care industry sectors 	<p>1 to 2 years</p>	<p>Ratio of elastic tax revenue to total revenue</p> <p>Unemployment rate</p> <p>Business growth rate</p> <p>Cost of living index</p>



Strategic Objective 2	Action Plans	Time Line	Key Performance Indicators
<p>Economic development policies encourage investment in key commercial areas.</p> <p>The City recognizes the economic value of real placemaking and integrates programs along with strategic investments in infrastructure to encourage private development. The City's economic development policies and planning initiatives incorporate land use, infrastructure and connectivity, which facilitate opportunities for these vital areas to flourish. These considerations are critical for the future of Germantown due to limited land and resources. The resulting tax base, workforce, property values and quality of life are a reflection of its success. By creating a vibrant city center and facilitating other strategic investments, the City gives people a reason to come to Germantown and to return for the Germantown experience.</p>	<ul style="list-style-type: none"> • Complete all identified small area plans and adopt related land use changes • Redevelop municipal center into a mixed-use development and city center 	<p>1 to 2 years</p> <p>2 to 5 years</p>	<p>Commercial tax base revenue</p> <p>Value of new construction in key commercial areas</p> <p>Job growth</p> <p>Median residential property value</p> <p>Median home price</p>





*“Intelligence plus character —
that is the true goal of education.”*

— MARTIN LUTHER KING, JR.

EDUCATION

Education in Germantown is multi-layered and abounds in choices. Germantown is home to schools in both the Germantown Municipal School District (GMSD) and Shelby County Schools, three primary-level private schools, five special needs schools, nine preschool programs, a healthy homeschool population, the Union University Germantown campus and a variety of children’s and adult continuing education offerings from many sponsors. The leaders of many of these schools have expressed a desire to hold regular meetings to coordinate plans and share opportunities. Education providers in Germantown can only benefit from this continued cooperation and diversity.

The quality of education within a community has been shown to be of high importance to a relocation decision. Realtor.com’s survey of prospective homebuyers showed that 91% said school boundaries were important in their search. A Zillow analysis implies that the difference between an excellent school district and a good one can mean a 30 to 40% difference in home values for the same size and amenities.

The American philosopher, John Dewey, argued that “Democracy has to be born anew every generation, and education is its midwife.” Public education is for the common good and for ensuring that all Americans have equal opportunities to maximize their individual potential and positively impact our society and culture. Then supporting one’s public schools is to the mutual benefit of all, even those whose children have passed through the schools or those who have never had children attending.

The City of Germantown strives to achieve performance excellence at all levels in order to attain our description of success; Germantown is known as a community of continuous education for lifelong learning. The City of Germantown facilitates opportunities for resident learners to enhance their quality of life through education. The 2015 Germantown community survey rated education as the single most important issue facing Germantown.



With the establishment of the Germantown Municipal School District in 2014, Germantown has the opportunity to directly influence the direction and performance of the largest education provider in the City. While Germantown can and will encourage and support all education providers in the City, the community has local control of GMSD, which serves the largest population of students and is critical to Germantown’s reputation of excellence.

GMSD must lead through innovation and wise application of resources in order to continue to be the top-performing school district in Shelby County and to become one of the top 100 school districts in the United States. From today’s resident student population of 5,700 (3,400 at GMSD), growth to 6,800 to 6,900 is anticipated by 2030. This will require additional capital and more instructional and support staff as the district grows.

Strategic Objective 1	Action Plans	Time Line	Key Performance Indicators
<p>Germantown has a reputation for lifelong learning and continuous education that meets the needs of all residents.</p> <p>The City of Germantown facilitates opportunities for resident learners to enhance their quality of life through education. This exists through schools in the Germantown Municipal School District and Shelby County Schools, three primary-level private schools, five special needs schools, nine preschool programs, a healthy homeschool population, the Union University Germantown campus and a variety of children’s and adult continuing education offerings from many sponsors.</p>	<ul style="list-style-type: none"> • Conduct a survey of all offerings in Germantown, prepare a plan to fill identified gaps • Improve the availability and awareness of adult and children’s education opportunities in Germantown from all sources, producing an exchange listing of offerings from City government and all education providers • Establish a forum for the leaders of the various education providers in Germantown to share ideas, coordinate activities and cooperate in achieving excellence in all education in Germantown • Police and Fire Departments promote safety on all school campuses and support the health and welfare of students and teachers 	<p>1 to 2 years</p>	<p>Participation in adult lifelong learning and continuing education</p> <p>Degree to which adult lifelong learning and continuing education needs are met</p> <p>Books from Birth enrollment</p>

Strategic Objective 2	Action Plans	Time Line	Key Performance Indicators
<p>Germantown Municipal School District is the top-performing school district in Shelby County and ranks among the top five statewide.</p> <p>The City of Germantown supports the success of the Germantown Municipal School District. In addition to financial support for operational and capital needs, City departments support district operations through collaborative partnerships, programs and services.</p>	<ul style="list-style-type: none"> • The City responsibly provides financial support for GMSD’s long-range facilities plan • GMSD benefits from the City’s borrowing and purchasing power • Police and Fire Departments support safety on GMSD campuses and the health and welfare of students and teachers • City departments collaborate with GMSD staff and schools to offer programs and classes to support student achievement 	<p>1 to 2 years</p>	<p>Satisfaction with GMSD operations</p> <p>GMSD national ranking</p> <p>GMSD county ranking</p>





“In choosing street types and traffic solutions, it is important to start with the human dimension.”

— JAN GEHL, *CITIES FOR PEOPLE*



LAND USE & TRANSPORTATION

To be successful, Germantown must improve walkability, especially in the Central Business District. Residents crave a place where they can gather and enjoy food, friends and entertainment within a walkable distance. The City strives to be a leader in improved access and mobility for all forms of transportation with a focus on drivers, commuters, cyclists and pedestrians. These objectives, in addition to a focus on well-planned development and home maintenance, are important to improving property values in Germantown.

The coordination of land use and transportation planning is commonly considered a primary element of smart growth. These disciplines share policies, principles and strategies intended to preserve, enhance and facilitate healthy, sustainable communities and neighborhoods. The integration of land use and transportation supports a balance of mixed uses envisioned in the smart growth plan (housing, employment, retail, recreation and service opportunities), which recognize the importance of spatial and geographic proximity, layout and design of these uses.

What happens in the street right-of-way has a direct impact on the overall character of adjacent land. Design of the public right-of-way can often be a catalyst for change in the vibrancy of a city and in people’s travel choices. Right-of-way design influences the first impression that shapes the community’s image, and impacts how people feel when they travel, whether by car, truck, foot, bike or bus. A system that promotes walking and biking can also contribute to a healthier town. Opportunities to improve connectivity and encourage alternative forms of transportation exist through improved sidewalks and crosswalks and updates to the Greenway and Master Bike Plans.

Great communities also share another commonality: residents take pride in their homes and reinvest to maintain home values. Implementing programs to promote investment in aging neighborhoods is also a significant opportunity for the City.



Strategic Objective 1	Action Plans	Time Line	Key Performance Indicators
<p>Significantly improve walkability in Germantown's Central Business District.</p> <p>Germantown's streets now have many other functions beyond the safe and efficient movement of cars; they form vital components of residential areas and greatly affect the overall quality of life for residents and visitors. City streets play a significant role in the vitality, livability and character of the City and its neighborhoods. Implementation of streetscape improvements within the Central Business District creates a place that is attractive to residents and visitors. New sidewalks and high-quality streetscapes are now important amenities that influence travel choices. Significant investment in the Germantown Greenway and other pedestrian pathways throughout the community creates additional opportunities for pedestrian activities.</p>	<ul style="list-style-type: none"> • Implement streetscape design standards in the Central Business District to enhance walkability • Fully implement the City's Greenway and Pedestrian/Bicycle Master Plans 	<p>1 to 2 years</p> <p>2 to 5 years</p>	<p>Central Business District Walk Score</p>

Strategic Objective 2	Action Plans	Time Line	Key Performance Indicators
<p>Germantown is regionally recognized as a leader for improved access and mobility for all forms of transportation.</p> <p>Germantown is a model community for all modes of transportation due to its focus on safety and efficiency through the implementation of a "Complete Streets" policy and program. The program, developed with land use compatibility as the primary goal, successfully improves connectivity, access and service throughout the City. These transportation and land use policies enhance the City's reputation by actively managing the network capacity around rapid growth and decreasing traffic congestion. A critical issue throughout the planning and development processes is balancing the level of development while considering the capacity of the road system.</p>	<ul style="list-style-type: none"> • Develop a baseline for level of service performance on Germantown Road and Poplar Avenue • Develop and adopt a Complete Streets policy • Update the major road plan and establish priorities for transportation efficiency • Improve the Level of Service on the City's major corridors of Poplar Avenue and Germantown Road 	<p>1 to 2 years</p> <p>2 to 5 years</p>	<p>Ratio of proposed to actual bike routes and greenway</p> <p>Satisfaction with traffic flow</p> <p>Level of Service for Germantown Road</p> <p>Level of Service for Poplar Avenue</p>



“In every walk with nature one receives far more than he seeks.”

– JOHN MUIR

NATURAL RESOURCES

Natural resources are defined as those elements found in nature and include land, vegetation, wildlife, water systems and air. People value these resources because they directly contribute to the physical, mental and economic health and well-being of the community. Management of these resources affects the quality of life in Germantown and the City’s commitment to sustainability and environmental stewardship. Natural resource management deals with managing the way people and the natural landscape interact, and specifically focuses on a scientific and technical understanding of resources and ecology and the life-supporting capacity of those resources.

There are compelling reasons for placing natural resource management as a high priority in Germantown. (1) Germantown’s vision requires it; (2) the law mandates it; and (3) without it, natural systems and features that can be community assets become liabilities instead. There is a clear connection between today’s everyday activities that affect the environment and the quality of life that will be possible for future generations.

With an extensive parks system in place, many of the parks and amenities in Germantown are outdated and not designed to sustainable standards. An updated Parks and Open Space Master Plan should consider these deficiencies. Maintenance efforts need to be stronger to address the current condition of park lakes and lack of adequate informational, educational and wayfinding signage. The Greenway System Master Plan should be executed to make planned connections a reality.

A current comprehensive assessment and GIS-based inventory of all natural resources does not exist and should be established. This action will allow for the development of updated natural resource management policies and will uncover critical needs and priorities. Germantown enjoys excellent potable water and must continue to maintain infrastructure to support such. Public lakes and rivers should be managed for better fish and wildlife habitat. Having stormwater management practices and an agreement with the City of Memphis for sewer treatment in place are both positive attributes. The use of reliable, energy-efficient vehicles in the City fleet is currently limited.



Germantown's success in terms of natural resources depends upon a fully implemented Natural Resources Management Plan that addresses all aspects of sustainable practices in natural resources management. A professional ecological team, with support from community stakeholders, is needed to undertake a comprehensive management process. This effort will result in an integrated systems approach to protect and conserve public land, vegetation, wildlife, water systems

and air quality. All these natural resources are valued by citizens and provide access and a strong connection to nature. A wide range of nature-based education programs and public awareness about the importance of natural resources perpetuate the next generation of conservation stewards. These steps will help ensure that Germantown is known throughout the region as a leader in environmental stewardship and sustainable practices.



Strategic Objective 3	Action Plans	Time Line	Key Performance Indicators
<p>Enhanced protection and conservation of our water resources are priorities.</p> <p>The strategic objective promotes continued investment and responsible management of Germantown’s aquifer. Water resources include potable water, sanitary sewer and stormwater. Potable water is the City’s greatest natural resource and protection of the aquifer in terms of quality and quantity is critical. Collecting, transporting and treating sanitary sewer discharges are musts for the health of the City. Stormwater discharge clarity is critical to maintaining clean lakes and rivers. The unpolluted discharge into drain laterals and further into adjacent rivers and lakes is an inherent and legislated necessity.</p>	<ul style="list-style-type: none"> • Monitor USGS and Groundwater Institute reports • Invest in water availability redundancy • Protect wetlands and surface water • Maintain a national pollutant discharge eliminations system • Invest in physical infrastructure rehabilitation and maintenance through a comprehensive IRP plan • Implement eco-friendly irrigation systems and retrofits • Evaluate long-term non-ground water irrigation options 	<p>1 to 2 years</p>	<p>Total coliforms</p> <p>Turbidity</p> <p>Total dissolved solids</p> <p>Water hardness</p> <p>Rate of change in aquifer level</p>

Fire House 4



“Safety and security don’t just happen: they are the result of collective consensus and public investment.”

– NELSON MANDELA

PUBLIC SAFETY

Public Safety addresses the overall safety of the community, specifically in the areas of law enforcement, security, fire protection and emergency medical services. Community safety is affected by residents’ perception of safety and security, the overall crime rate, emergency services response times, fire prevention and suppression capabilities and the quality of emergency medical care and transport services. The community recognizes the importance of a partnership with public safety professionals.

Germtown is recognized as a safe community and considers public safety as a core competency. The police and fire departments are recognized as some of the best in the region. The City consistently enjoys one of the lowest crime rates in the state, low property loss from fires and exceptional emergency medical services, giving citizens a true sense of safety and security. Rapid emergency response times ensure that incidents are handled in an efficient manner. Public safety providers receive high satisfaction ratings on customer surveys, a reflection of the professionalism and compassion shown by personnel. City-provided ambulance transport service has resulted in significant improvements in patient care and resulting in one of the highest cardiac arrest survival rates in the state. Citizens participate

in outreach programs, including Citizens Police Academy, CERT, CPR training, Neighborhood Watch programs and as reserve fire fighters and police officers.

To ensure a safe community, it is imperative that the police department provide forward-thinking police services and the fire department provide exceptional fire and emergency medical services to meet the needs of the community. The departments strive to achieve the lowest crime rate in the state, excellent response times, a high solvability rate for crime, high customer satisfaction for public safety and high visibility. This is achieved through aggressive crime and fire prevention activities, including training of citizens in police operations, community emergency response team (CERT), fire safety and CPR. As an area that provides the most opportunity to affect the survivability of citizens, cardiac arrest and stroke survivability must be a priority. Finally, to be successful, the police and fire departments must continue to recruit and maintain a highly-trained and professional workforce sufficient to meet the community needs, along with sufficient infrastructure and innovative application of technology to enhance public safety. Public safety is best achieved using a community approach with citizens engaged in helping keep neighborhoods safe.



Strategic Objective 1	Action Plans	Time Line	Key Performance Indicators
<p>Germantown is the safest city in Tennessee.</p> <p>Community engagement is vital to Germantown Police services in helping to determine customer requirements. The foremost of those is a rapid response to emergency situations. Quick response times ensure a high level of personal security and aid in the preservation of evidence. Highly visible, proactive neighborhood patrols provide a strong sense of security and deter criminal activity. These combined efforts are reflected by the City's low crime index.</p>	<ul style="list-style-type: none"> • High-visibility patrols and proactive enforcement • Evaluate emergency response factors to ensure safe, efficient and effective officer arrival • Recruit, hire and retain quality employees • Maintain, improve and acquire innovative technology • Develop and strengthen community outreach programs • Assess infrastructure and capital needs and develop plans for potential CIP projects 	<p>1 to 2 years</p>	<ul style="list-style-type: none"> State crime rate index Satisfaction with police services Satisfaction with safety while walking alone Satisfaction with safety in comparison to other cities Satisfaction with fire department services



Strategic Objective 2	Action Plans	Time Line	Key Performance Indicators
<p>Fire protection services result in low property loss and no fire deaths.</p> <p>Fire suppression and prevention activities result in low dollar loss in relation to affected properties, and low injuries and deaths from fire. This is achieved through fire code enforcement including review of development projects, inspection of new commercial buildings and annual maintenance inspections of all commercial occupancies. Fire prevention activities, featuring an aggressive public fire education program, reduce the risk of fires, injuries and deaths. Citizens are educated and take precautions to protect their families and property. Adequate fire fighter staffing, training, equipment, apparatus and strategic station locations help to control fire loss.</p>	<ul style="list-style-type: none"> • Assure response times meet National Fire Protection Association standards • Ensure adequate staffing levels to meet community needs • Recruit, hire and retain quality employees • Assure safe commercial buildings through Fire Code enforcement • Assure adequate fire station placement and coverage • Assess infrastructure and capital needs and develop plans for potential projects 	1 to 2 years	<p>Ratio of total estimated value of fire loss to total appraised value of residential property</p> <p>Ratio of total estimated value of fire loss to total appraised value of commercial property</p>

Strategic Objective 3	Action Plans	Time Line	Key Performance Indicators
<p>Germantown has the highest survivability rate in Tennessee related to Emergency Medical Services.</p> <p>Emergency Medical Services include all ambulances and fire apparatus staffed with Paramedics and Advanced Emergency Medical Technicians trained to provide professional and compassionate care. Emergency medical personnel have the technology, tools and resources to provide excellent patient care. This results in high survivability from medical emergencies as well as high customer satisfaction. Cardiac arrest and stroke survivability are critical aspects of overall survivability, and remain a top priority. The community takes a proactive approach to health, wellness and medical care, including training in CPR and automatic external defibrillators, helping to improve survivability and overall quality of life.</p>	<ul style="list-style-type: none"> • Increase community education and outreach • Ensure all personnel are fully qualified and trained • Assure ambulance response times meet or exceed national standards • Invest in equipment and life-saving technology 	1 to 2 years	Cardiac arrest survival rate



“Whatever creates or increases happiness or some part of happiness, we ought to do; whatever destroys or hampers happiness... we ought not to do.”

– ARISTOTLE, *RHETORIC*



QUALITY of LIFE

Quality of life in Germantown has a direct correlation to the community’s ability to engage residents, enhance public spaces and contribute to healthy, sustainable practices and opportunities. Placemaking or “creating places that inspire and connect people to maximize shared values” is key to retaining and advancing exceptional quality of life in Germantown and making/sustaining great spaces.

The City of Germantown is positioned to develop and implement a process of creative placemaking in order to continue improving the quality of life, community well-being and prosperity while also fostering attention and distinction on a regional scale. Creative placemaking will include a focus on cultural districts, public art, public parks and gardens and connectivity to those places. The process and dynamic strategies of placemaking will be applied to the Central Business District and all appropriate public spaces.

Germantown intentionally leverages the power of the arts, culture, creativity, recreation and life-long learning to serve all residents while driving a broader agenda for change, growth and transformation in a way that also builds character and quality of place.

There is a strong collaboration between a diverse group of stakeholders – the City,

the private sector, non-profit organizations, artists and citizen groups. Partnerships and shared leadership harness the power to heighten the quality of life, revitalize spaces that need redesign and create new amenities. The placemaking process identifies tools to cultivate connections between people and place, including creating a cultural district(s), encouraging mixed-use development, attracting creative talent, displaying public art and planting public gardens. Effective branding, marketing and a vibrant central business district maximize great placemaking experiences for residents and visitors.

For Germantown to flourish and maintain a competitive edge as the premier community, implementation of placemaking principles is key. More than just promoting better facility design, placemaking will facilitate creative patterns of use, and will require attention to the physical, cultural and social identities that define a place and support its ongoing evolution. Lack of connectivity to gathering spaces must also be addressed.

It will be important to not simply borrow or copy what has been done elsewhere, but instead to look to Germantown’s current assets and needs, and develop a process for creating place-based strategies which will transform those tired and underused spaces into places which inspire positive investment and change.







“Smart technology [is]... a historic opportunity to rethink and reinvent government on a more open, transparent, democratic, and responsive model.”

— ANTHONY M. TOWNSEND, *SMART CITIES*



TECHNOLOGY

Technologies will play an increasingly prominent role in the quality of life for Germantown residents, and are essential for making City services more efficient and accessible. Residents demand a City-wide technological infrastructure that can support and sustain government, individual, educational and business demands. Effective and engaging communications also create a greater sense of community for residents.

The real power and potential of technology is to improve how an organization conducts its business overall, including how it delivers external public services, operates and manages internal business processes and governs. The City has adopted and is making the effort to implement technology in this broader sense, that of changing the way the City operates, provides services and information to the public and engages citizens.

To be successful, technology must be a pillar of the community's infrastructure just as roads and water lines are today. Internet access and wireless communications

throughout the City must have the coverage and capacity to meet demand. It must be dependable, safe, secure, robust and state-of-the-art. Technology must also be acknowledged in every aspect of government. Stakeholders need to be capable of interacting with City Hall anytime, from anywhere, for any service. Finally, technology will enable more efficient government by creating more efficient internal operations.

Germantown has a tech-savvy community. The current reality is that citizens are limited to one or two Internet providers. There are numerous choices for wireless connectivity, however coverage and capacity is lacking in some areas of the City. There are some City services available online (such as water billing, taxes and work orders), however significant opportunity exists to extend the online services offered by the City. Government operations can be made more efficient through the use of technology to help maintain a financially stable community.





“The greatest wealth is health.”

– VIRGIL



WELLNESS

Germantown is a city that promotes a healthy environment, supporting a balanced notion of wellness for all ages. For the purposes of Germantown’s strategic plan, wellness refers to physical activity, healthy eating and stress management. Access to a diverse array of services and amenities, while available in 2015, are not well-used or measured in a meaningful way.

Germantown has vast resources to encourage a healthy lifestyle, including parks, bike lanes, an Athletic Club and numerous other exercise options, a farmers market, greenway trails, traditional and specialty grocery options and a first-class healthcare network. From youth league ball fields to the performing arts, Germantown has been recognized for our potential to build a community culture of health and wellness.

An inventory of the City’s wellness assets confirmed that the core elements are in place to support The Governor’s Foundation for Health & Wellness selection of Germantown as a Healthier Tennessee city. A group made up of civic, business and citizen

leaders, City staff and elected officials is currently working on a campaign designed to stimulate awareness and build momentum to encourage healthier living from the classrooms of Germantown’s K-12 schools to businesses, houses of worship, senior living communities and residential neighborhoods. Germantown will achieve long-term status as a city of choice, in part due to the sustained reputation as a leading-edge community with a common desire to encourage and support a fulfilling lifestyle in every conceivable way.

In 2015, we are loosely connected with an expansive infrastructure of services for those self-motivated to work, live and play while meeting the nationally recognized indicators for excellent health. From infants to seniors, we are committed to a 2030 where the health of a community is measured in part by the holistic well-being of its residents. Wellness must live within the fabric of our families, schools, businesses, houses of worship and residential neighborhoods as a unifying feature of Germantown life.



Strategic Objective 1	Action Plans	Time Line	Key Performance Indicators
<p>A majority of residents engage in healthy physical behavior.</p> <p>A majority of the City’s population participates in meaningful physical activity at least three times a week that meets or exceeds national benchmarks for cardiovascular exercise. A vast inventory of public and private city-wide assets is continuously promoted through a coordinated communications network. The result is a vibrant, engaged and even competitive community. Team and individual fitness opportunities are available to all ages. As a result, Germantown is renowned regionally and beyond for higher-than-average life expectancy and lowered incidence of chronic illness.</p>	<ul style="list-style-type: none"> • Determine baseline and set growth rate • Inventory city-wide public and private assets and resources • Design and implement a community outreach plan for all ages • Collaborate to produce an annual Health and Wellness Expo • Develop a branding and communication strategy for all objectives • Enact a smoke-free campus for all City facilities 	<p>1 to 2 years</p> <p>2 to 5 years</p> <p>5 to 10 years</p>	<p>Participation in physical activity</p>



STEERING COMMITTEE

Allyson Avera	Vice President, Crye-Leike Real Estate Services
Matt Bailey	CFP, Pathway Financial Services, Inc.
Joey Beckford	Community Volunteer
Stephanie Brockway	Executive Director, Germantown Education Foundation
Janie Day	Executive Director, Germantown Area Chamber of Commerce
Stacey Ewell	Assistant to the City Administrator, City of Germantown
Jonathan Frase	Owner, Frase Protection, Inc.
Audrey Grossman	Attorney, Harkavy Shainberg Kaplan & Dunstan PLC
Michelle R. Johns	Owner, Transforming Wellness, LLC
Russell Johnson	Attorney, Russell Johnson Law Office
Jenny Koltnow	Director, Communications and Community Relations, AutoZone, Inc.
Roberta Kustoff	Board Member, Tennessee Board of Parole
Patrick J. Lawton	Germantown City Administrator, ICMA-CM
Lea Makhloufi	International Baccalaureate Student, Germantown High School
Greg Marcom	The Reaves Firm, Inc.
George Marinos	Strategic Accounts Manager, Landsberg
Norris McGehee DVM, DABVP	Owner, McGehee Clinic for Animals P.C.
Dr. Lyle Muller, DDS, MSD	Dentist
Kristin New	Community Volunteer
Donna Chandler Newman	Community Advocate; Retired Global Account Director, Lucent Technologies/Avaya
Steve Priddy	Community Advocate; Retired Vice President Human Resource Administration, FedEx
Marjorie Reynolds	Community Volunteer
Dan Roberts	Director and Owner, Mathnasium and The Connection, LLC
Antonio Scott	2016 Senior Class President, Houston High School
Pat Scroggs	Community Volunteer; Retired CEO & President, Germantown Area Chamber of Commerce
Rick Towne	Vice President, POP Solutions Group
Dick Vosburg	Community Advocate; Retired
John Wagner	Owner, Germantown Hardware and Germantown Carwash
Gary Yenser	President and Owner, Speedpro Imaging of Tennessee
Kevin Young	Community Advocate; Semi-retired

BOARD OF MAYOR & ALDERMEN

Mike Palazzolo, Mayor

John Barizza, Alderman

Mary Anne Gibson, Alderman

Rocky Janda, Alderman

Dave Klevan, Alderman

Forrest Owens, Alderman

TASK FORCES

City Services & Finance

Daniel Clark	Vice President Clinical Informatics and Analytics, HealthChoice, LLC
Ralph Gabb	Finance Director, City of Germantown
Janet Geyer	Finance Manager, Crews Realty
Clint Hardin	Retired CFO, Folk Construction Co., Inc., Folks Folly, Inc., Folk Properties, LLC, Folk Realty Partnership
Russell Johnson	Attorney, Russell Johnson Law Office
Matt Keathley	Investment Administrator, U.S. Dept. of the Navy - Commander Navy Installations Command
Michael McLaughlin	Controller, Tower Ventures
Christine Menzel	Teacher, Bolton High School
Glen Perdue	Planning Production and Control Manager, FedEx
Lisa Piefer	Procurement Director, City of Germantown
Mitch Pleasant	Pharmacist
Sherry Rowell	Sr. Budget & Performance Analyst, City of Germantown
Adrienne Royals	Sr. Budget & Performance Analyst, City of Germantown
Scott Wickliffe	New Product Development Global Project Manager, FedEx
Reza Ziai	Chief Engineer, FedEx

Economic Development

Bo Adams	Physician
Christy Gilmour	Christy Gilmour Consulting, Strategy and Development Consultant
Mike Harless	Retired
Nick Kistenmacher	Senior Field Director, Office of US Senator Bob Corker
Marie Lisco	Economic Development Manager, City of Germantown
Scott Marcom	Operations Planning and Analysis Sr. Advisor, Sedgwick, Inc.
Joseph McDonald	President/Owner, JMD Services
Brian Pecon	Retired
Cameron Ross	Economic and Community Development Director, City of Germantown
Jessica Taveau	Director of Marketing and Communications, Memphis Bioworks Foundation
Ric Wolbrecht	Raymond James, VP Investments
Gary Yenser	President and Owner, Speedpro Imaging of Tennessee

Education

Stephanie Brockway	Executive Director, Germantown Education Foundation
Josh Clark	Head of School, Bodine School
Mindy Fischer	President, Germantown Municipal Council PTA
Jo Gilbert	Executive Director, Madonna Learning Center
Dr. Manjit Kaur	Owner and Director, Eye Level Learning Center
Jason Manuel	Superintendent, Germantown Municipal School District
Martha Mayers	President, Germantown High School PTSA
Mary McDonald	Founder and CEO, MCD Partners Education Consulting
Daniel Page	Director, Germantown Community Library
Lisa Parker	Member and Past Chairman, Germantown Board of Education
Dan Roberts	Director and Owner, Mathnasium and The Connection, LLC
Renee Victory	Campus and MBA Director, Union University
Dick Vosburg	Retired, Community Advocate

Land Use & Transportation

Allyson Avera	Vice President, Crye-Leike Real Estate Services
Susan Burrow	Owner, Burrow Appraisal and Consulting
Tim Gwaltney	City Engineer, City of Germantown
James Jacobs	Retired
Donald McCrory	Executive Director, Memphis and Shelby County Port Commission
Norris McGehee	Vetinarian/Owner, McGehee Clinic for Animals
Sheila Pounder	Planner, City of Germantown
Cindy Reaves	Partner, SR Consulting
Cameron Ross	Economic and Community Development Director, City of Germantown
Chip Saliba	Land Use Controls Manager, Memphis/Shelby Co. Office of Planning and Development
Jennifer Sisson	Lawyer, Sisson and Sisson
John Wagner	Owner, Germantown Hardware

Natural Resources

Matt Bailey	Financial Planner, Pathway Financial Services
Pam Beasley	Director of Parks and Recreation, City of Germantown
Jack Betchick	Reserve Park Ranger, City of Germantown
Tim Bierdz	Storm Water Engineer, City of Germantown
Reynold Douglas	General Services Director, City of Germantown
Lori Anne Goetz	Engineer, Ensaf Inc.
George Marinos	Strategic Accounts Manager, Landsberg
Bo Mills	Public Works Director, City of Germantown
Paul Mosteller	Agent/Owner, Insurance Solutions
David Smith	Sr. Civil Engineer - Manager, A2H, Inc.
Lynda Spinolo	The Dabney Nursery
Susan Threlkeld	Environmental Commission Member

Public Safety

Jeff Beaman	Assistant Chief, Germantown Fire Department
Rodney Bright	Deputy Chief, Germantown Police Department
Donald R. Ester, Sr.	Pastor, New Bethel Missionary Baptist Church
Richard Hall	Police Chief, Germantown Police Department
Price Harris	Attorney, The Law Office of R. Price Harris
John Johnson	Deputy Chief (Retired), Memphis Police Department
Alan Keller	Captain, Germantown Police Department
Jenny Lykins	Safety Awareness/Self Defense Instructor, Fogelman College of Business, University of Memphis
Greg Marcom	The Reaves Firm, Inc.
Keith Saunders, Jr.	Administrative Chief, Germantown Fire Department
Keith Saunders, Sr.	Sr. Vice President, Division 10, Inc.
John Selberg	Fire Chief, Germantown Fire Department
Susan Sharp	Registered Nurse, Methodist Hospital Germantown
David Townley	Lt. Col. Retired, United States Air Force
Joanna Young	Office Manager, Center for Religious Expression - Founder, Cop Stop

Quality of Life

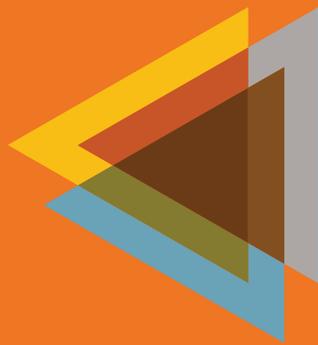
Frank Adams.....Retired Airport Relations & Development, FedEx
 Pam BeasleyDirector of Parks and Recreation, City of Germantown
 Joey Beckford.....Arts Patron, Citizen of Germantown
 Paul Chandler.....Executive Director, GPAC
 John Elkington.....Owner, Elkington Real Estate Group
 Justin GeeAttorney, Wagerman Katzman Law Firm
 Emily HefleyProgramming Manager, GPAC
 Angie Keathley.....Assistant to the Director, GPAC
 Kelly Lamberson.....Stay-at-home Mom, Citizen of Germantown
 Yasmine OmariMarketing and Education Outreach Coordinator, GPAC
 Phil Rogers.....Director, Germantown Athletic Club
 Natalie Ruffin.....Recreation Superintendent, City of Germantown
 Kathy Simonetti.....Senior Vice President, Private Client Services, First Tennessee Bank
 Carlin StuartManager, Business/Systems Analysis & Tax, Shelby County
 Kathy Torode.....Project/Process Advisor, FedEx Services

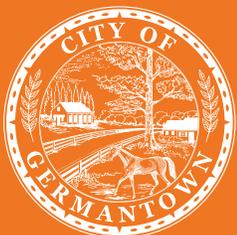
Technology

J.R. AndersonRetired Engineer
 Michael J. Esposito.....Director IT, Food Nutrition Services, Shelby County Schools
 Tony FischerDirector of Information Technology, City of Germantown
 Mark Furr.....Managing Partner, LAN Scape Solutions
 Stephanie LoganTechnical Services Coordinator, City of Germantown
 William McMullenLead Information System Architect, MITRE Corporation (Retired)
 Donna Chandler Newman.....Community Advocate; Retired Global Account Director,
 Lucent Technologies/Avaya
 Thomas O'Hara.....Enterprise Client Partner-Connected Solutions Architect, Verizon Wireless
 Joe Plunk.....Solutions Architect, Presidio

Wellness

Hannah Altomar, ACNP.....Acute Care Nurse Practitioner
 Amy Barringer.....Clinical Director, Baptist Rehabilitation Germantown
 Janie DayExecutive Director, Germantown Area Chamber of Commerce
 Brian Janz.....Professor of MIS and George Johnson Teaching Fellow; Associate
 Director, FedEx Center for Supply Chain Management; Co-Founder,
 Memphis Innovation Bootcamp; Fogelman College of Business and
 Economics
 Michelle JohnsOwner, Transforming Wellness, LLC
 William KenleyChief Executive Officer, Methodist Le Bonheur Germantown
 Steve Priddy.....Community Advocate; Retired Vice President Human Resource
 Administration, FedEx
 Phil RogersAthletic Club Director, City of Germantown
 Steve WilenskyHuman Resources Director, City of Germantown





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