Excellence • Innovation • Teamwork • Integrity • Action-Oriented

Approved Budget
City of Franklin, Tennessee

FY 2013

The Park at Harlinsdale Farm **by Bryan Stuart**

HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

Approved

Fiscal Year 2012-2013
Operating & Capital Equipment Budget

City of Franklin, Tennessee

The City of Franklin was founded October 26, 1799 and was named after Benjamin Franklin, a close friend of Dr. Hugh Williamson, a member of the Continental Congress for whom Williamson County was named.

The City, the county seat of Williamson County, is located 15 miles south of Nashville. Williamson County is located in a rich agricultural area, and, before the Civil War, was the wealthiest county in Tennessee, a status it still holds. Laid out on a portion of a 640-acre tract owned by Major Anthony Sharpe, a Revolutionary War Veteran, Franklin originally consisted of 109 acres that contained 200 lots. The original town plan was designed by Abram Maury, a surveyor and planter who came from Virginia in 1797.

Franklin was the site of one of the bloodiest battles of the Civil War on November 30, 1864, when 20,000 Confederate soldiers made a series of charges over two miles of open ground. More than 8,000 northern and southern soldiers fell in little more than five hours.

The City of Franklin covers approximately an area of 41 square miles, and serves a population of 62,487 according to the 2010 Census. The City of Franklin is the ninth largest and one of the fastest growing municipalities in the State of Tennessee.

Today, Franklin has a diversified economy. The City is known as a banking center, and has a large commercial area on its east side which includes retail outlets, a mall, and several corporate headquarters, including Jackson National Life, Ford Motor Credit, Clarcor, Big Idea Productions, Community Health Systems (CHS), Healthways, Verizon Wireless, and Nissan. The area is also home to two conference centers and several major hotel chains, including Hyatt Place, the Marriott, and Embassy Suites.

Main Street in downtown Franklin has been carefully preserved and contains many buildings from the 19th century. Additions to the Downtown area include a Judicial Center and two parking facilities which greatly increases the amount of parking available to visitors and employees. The City has won numerous awards and honors including the National Main Street Award from the National Trust of Historic Preservation; "Number One Small Town in Tennessee;" and being designated a Preserve America Community by former First Lady Laura Bush. Also, the City received other community recognitions including: the National Trust for Historic Preservation identifying Franklin as one of "America's Distinctive Destinations," the readers of *Southern Living* magazine placed Franklin in the top ten "Best Small Towns" list, *Business Week* named Franklin the top city in Tennessee and among the top 50 nationally in terms of places to start a small business.

Board of Mayor & Aldermen

Dr. Ken Moore, Mayor

Clyde Barnhill
Brandy Blanton
Pearl Bransford
Beverly Burger
Margaret Martin
Dana McLendon
Ann Petersen
Michael Skinner

Eric Stuckey, City Administrator

Russell Truell, Assistant City Administrator of Finance and Administration

Vernon Gerth, Assistant City Administrator of Community Development

Fred Banner, MIT Director
Lanaii Benne, Asst. City Recorder
Shauna Billingsley, City Attorney
Becky Caldwell, Solid Waste Director
Lisa Clayton, Parks Director
Paul Holzen, Interim Engineering Director
Rocky Garzarek, Fire Chief
Shirley Harmon, Human Resources Director
Mark Hilty, Water Director
Clay Matthew, Interim Assistant City Recorder
Mike Lowe, Comptroller
Chris Bridgewater, Interim Bldg & Neighborhood Services Director
David Rahinsky, Police Chief
David Parker, City Engineer/CIP Executive
Catherine Powers, Planning & Sustainability Director
Milissa Reierson, Communications Manager
Steve Sims, Asst. City Recorder
Brad Wilson, Project and Facilities Manager
Joe York, Streets Director
Brian Wilcox, Purchasing Manager

Table of Contents

Letter of Transmittal 7
Budget Document 16
Budget Ordinance 17
Property Tax Ordinance 18
Budget Preparation 19
2012-13 Budget Goals 21
Budgeted Funds 23
Budget Calendar 24
Budget Amendments 25
Demographic Information 26
Profile of the City 27
Awards & Recognitions 28
Organizational Chart 29
Structure of City Government 30
Pay and Classification Plan 31
Authorized Full-Time Employees 32
Change in Authorized Personnel Positions 33
Fund Balance Levels and Reserves 36
Fund Balance Changes 37
Economic Outlook 38
Revenue Forecast 44
Debt Capacity & Debt Service Levels 47
Debt Service 48
GENERAL FUND BUDGET 49
General Fund Revenue 50
General Fund Major Revenue Sources 52
General Fund Revenue by Source 53
Local Sales Tax / Property Tax Trends by Fiscal Year 54
Property Tax Rate Summary 55
General Fund Expenditures by Department 56
General Fund Expenditures By Category and Function 57
General Fund Summary 58
Financial Performance - General Fund 59
GOVERNANCE & MANAGEMENT 61
Elected Officials 62
Administration 66
Human Resources 72
Law 80
Communications 84
Capital Investment Planning 88
Project and Facilities Management 92
Revenue Management 96
PUBLIC SAFETY 101
Police 102
Drug Fund 111
Fire 112

Table of Contents (continued)

FINANCE & ADMINISTRATION 119
- **Finance** 120
- **MIT (Information Technology)** 126
- **Purchasing** 132
- **Municipal Court** 138
- **Solid Waste Fund** 142
- **Transit System Fund** 160

COMMUNITY & ECONOMIC DEVELOPMENT 165
- **Building and Neighborhood Services** 166
- **Planning and Sustainability** 174
- **Engineering / Traffic Operations Center (TOC)** 180
- **Parks** 188
- **Economic Development** 196
- **Community Development Block Grant (CDBG) Fund** 197
- **Streets Department - Maintenance Division** 198
- **Streets Department - Traffic Division** 204
- **Streets Department - Fleet Maintenance Division** 206
- **Stormwater Fund - Streets Department** 210
- **Street Aid & Transportation Fund** 212
- **Road Impact Fund** 214

OTHER GENERAL FUND OPERATING EXPENDITURES 215
- **General Expenses** 216
- **Appropriations** 219
- **Interfund Transfers** 220

OTHER SPECIAL FUNDS 221
- **Facilities Tax Fund** 222
- **Hotel/Motel Tax Fund** 223
- **Debt Service Fund** 224

EXPENDITURES FOR ALL OPERATING FUNDS 225

EXECUTIVE SUMMARY - REVENUES & EXPENDITURES 226

EXECUTIVE SUMMARY - GENERAL FUND 227

EXECUTIVE SUMMARY - SPECIAL FUNDS 228

APPENDICES 229
- **APPENDIX A - CAPITAL** 230
- **APPENDIX B - CAPITAL PROJECTS** 235
- **APPENDIX C – IMPACT OF CAPITAL IMPROVEMENTS ON THE 2013 BUDGET** 236
- **APPENDIX D – BUDGETARY PLANNING PROCESSES** 237
- **APPENDIX E – GENERAL FUND – FUND BALANCE POLICY** 238
- **APPENDIX F - DEBT MANAGEMENT POLICY** 244
- **APPENDIX G - ADDITIONAL DEMOGRAPHIC & ECONOMIC INFORMATION** 261
- **APPENDIX H - PAY STRUCTURE** 265
- **APPENDIX I - EXPENDITURE CLASSIFICATIONS** 274
- **APPENDIX J - GLOSSARY OF TERMS** 290

HISTORIC
FRANKLIN
TENNESSEE

ADMINISTRATION

HISTORIC
FRANKLIN
TENNESSEE

Dr. Ken Moore
Mayor

Eric S. Stuckey
City Administrator

May 4, 2012

Mayor Moore, Aldermen, and citizens of Franklin,

Franklin is a city on the rise! Our warm and welcoming community offers a unique blend of history and progress that captures the imagination of visitor, resident, and business person alike. We have a rich, diverse economy that continues to grow, adding over 2,000 new jobs in 2011, about half of which came from the expansion of existing businesses.

Franklin has not been immune to the economic challenges associated with the recent recession. Nearly every aspect of our community—businesses, families, community institutions, and local government—has felt the impact. Your City government has risen to the challenge of these tough times. Through the efforts of our City team working together, the City of Franklin has emerged with a sharpened focus on both service and strengthened skills to deliver on community needs. We now are working smarter and more efficiently than before the economic downturn. A "day in the life" of the City of Franklin reveals some examples.

- A Police Flex Team that responds proactively and creatively to concerns in a neighborhood
- Advanced life support services that are delivered from each of the City's fire stations
- Curbside recycling that is used by over half of Franklin households
- Street patching that occurs in half the time, while saving thousands of dollars each month
- Beautiful ball fields that are lit 80% more efficiently than before
- Development processes that reduce approval timelines and allow the ability to schedule inspections and access inspection results via the internet

The list could go on, and there are more examples to come in 2013 and beyond as the City team strives to bring innovative, exceptional, and cost-effective service to citizens each day. All of this has been achieved with budget levels that are over $4 million less than a few years ago.

While we are rightfully proud of our accomplishments, we will not rest on our past achievements. All of our best efforts will be required to meet the challenges before us. Through the budget process, we assess our strengths, future opportunities, and challenges while working within our financial means to allocate resources. Given the financial constraints at the state and national level, all local governments must realize that now more than ever the ability to respond to community needs rests largely in our own hands. The City of Franklin is continuing to move forward maintaining service levels, investing in our future, and enhancing our community's competitive position. Through our efforts Franklin will continue to be an attractive, vibrant community that competes nationally and internationally for residents, jobs, and visitors while still maintaining its historic, small-town character.

Budget Overview
The proposed general fund budget is $55,078,612, which represents an increase of 3.1% compared to the current $53.4 million budget for 2011-12. This modest increase in our budget is primarily due to some personnel increases, grant expenditures including hazard mitigation, and a transfer to the Street Aid fund for additional paving. The proposed 2012-13 budget still represents a 7% ($4 million) reduction compared to the budget adopted four years ago for fiscal year 2008-09.

The 2012-13 proposed budget for all funds is $81,619,875, which represents a slight increase of 1.8% compared to 2011-12. Of this $1,415,294 increase across funds, the primary reasons are the increase in the General Fund described above, plus decreases within several funds (Road Impact, Stormwater, Drug, Hotel/Motel, Transit, CDBG, and Debt Service) with a few increases in Street Aid, Solid Waste, and Facilities Tax. Decreases are due to lower debt service costs (Road Impact, Hotel/Motel, and Debt Service funds) and fewer budgeted acquisitions/project costs (Stormwater, Drug, Transit, and CDBG). For the other funds with increases, there is additional paving budgeted for 2013 in the Street Aid Fund, new capital acquisitions in the Facilities Tax Fund, and a slight increase in costs ($9,900) in the Solid Waste Fund.

Highlights of the Proposed 2012-13 Budget

- The budget is balanced with current revenues equaling expenditures. For the first time since before the onset of the recession, there is no planned draw on fund balance.
- The budget is in compliance with the Board of Mayor and Aldermen's debt and fund reserve policy and significantly exceeds the reserve requirements.
- Essential service levels are maintained with no staff layoffs.
- Technology enhancements are funded for key systems and the City's Information Technology backbone.
- A targeted group of public safety positions held vacant in prior budgets are being filled. Full year funding is provided for two police officers and a dispatcher. Funding is provided for filling of three firefighter vacancies at mid-year.
- A general salary increase of 2.5% effective December 21, 2012 is provided for employees, plus funding of $125,000 to implement a merit pay program.
- The City property tax rate marks the 26th year without a property tax rate increase.
- The proposed budget incorporates performance measures and sustainability initiatives for every department.

General Fund Overview and Issues

Revenues. In total, general fund revenues for 2012-13 are projected at $55.1 million, up 5.5% from the 2011-12 estimated actual of $52.2 million and up 5.3% from the 2011-12 budget. The following is a brief summary of revenue by category.

> Sales Tax. The City's largest single revenue source continues to be sales tax. The local sales tax collections account for 45.8% of total general fund revenue. The proposed 2012-13 budget projects local sales tax at $25.2 million, an increase of 8.1% compared to the

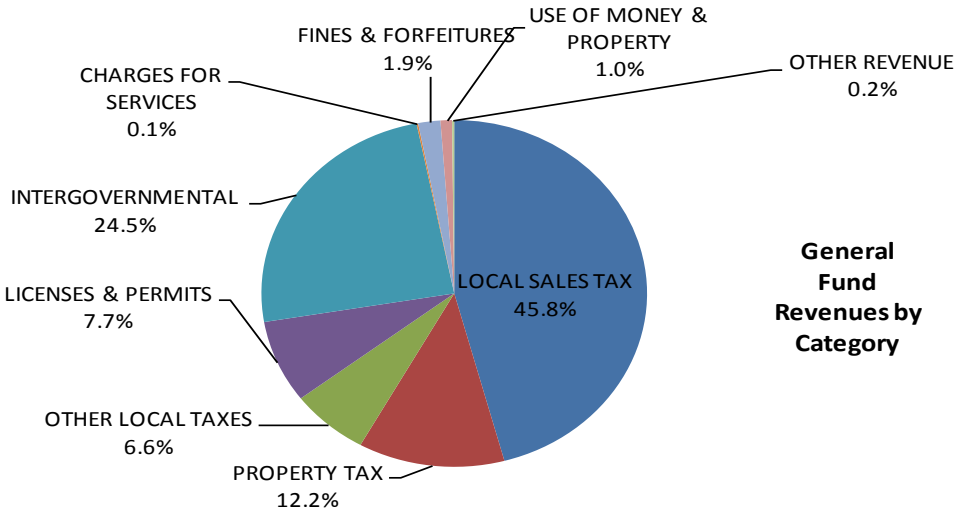
2011-12 budget. It also represents a growth of 5.0% (or $1.2 million) compared to our estimate of $24.0 million for the current year. The State of Tennessee Funding Board identified a range of 3.4% to 4.03% for statewide sales tax growth in 2012-13.

Intergovernmental Revenue. The second largest category of revenue is intergovernmental revenue (24.5% of total general fund revenue) and is projected to reach $13.5 million, an increase of 2.0% compared to the 2011-12 budget. This increase is due primarily to anticipated grant revenues for the hazard mitigation program that began in 2012. These grants have been awarded by the authorizing state and federal agencies.

Property Tax. The third largest revenue source for the City is property tax, which accounts for 12.2% of general fund resources. The 2012-13 budget for property tax revenue is estimated at $12.6 million, a slight decrease of 1.6% (after last year's reappraisal) versus the 2011-12 budget. Of this amount, $6.7 million is proposed for the general fund, $5.0 million for the debt service fund, and $825,000 due to the City's Industrial Development Board. Compared to the 2011-12 budget, the amount of property tax dedicated to debt service has declined approximately $.01. The City of Franklin's property tax is one of the lowest in the state. As of 2011, Franklin's rate was the lowest city property tax rate among Tennessee cities with a population over 25,000.

License and Permit Revenue. The City's fourth largest source of revenue is license and permit fees, which accounts for 7.7% of total general fund revenue. In total, this revenue category is projected at $4.3 million, up 9.6% from last year's budget. The largest factor in this increase is an anticipated increase in building permits and electrical inspections due to estimated results for 2011-12. Building permit revenue is projected at $875,000, an increase from the 2011-12 budget of 20% but down significantly from our actual revenue of nearly $2.4 million in fiscal year 2007-08 (63.5% decrease).

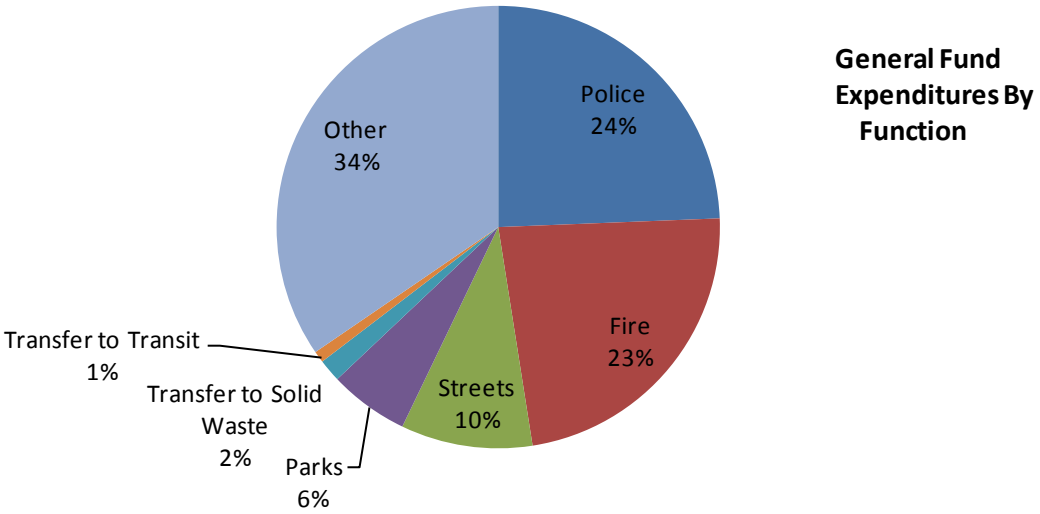
Other Revenues. Other revenue categories of note include fines, which are projected to be relatively stable.



Long-Term Revenue diversification. As the City of Franklin moves forward, we will need to examine the extent to which the City is dependent upon one revenue source, the local sales tax. By its nature, sales tax is a revenue source that can fluctuate significantly due to changing economic

conditions and retail development patterns. The City's ability to fund basic services could be adversely impacted by sudden changes in the economy. BOMA's adoption of a strong reserve policy helps provide some protection against these potentially damaging fluctuations. Further diversification of our revenue sources can strengthen our position and protect the City from service impacts. As the Board looks at long-term financial planning, this issue should be considered. The chart above shows the current distribution of General Fund revenues.

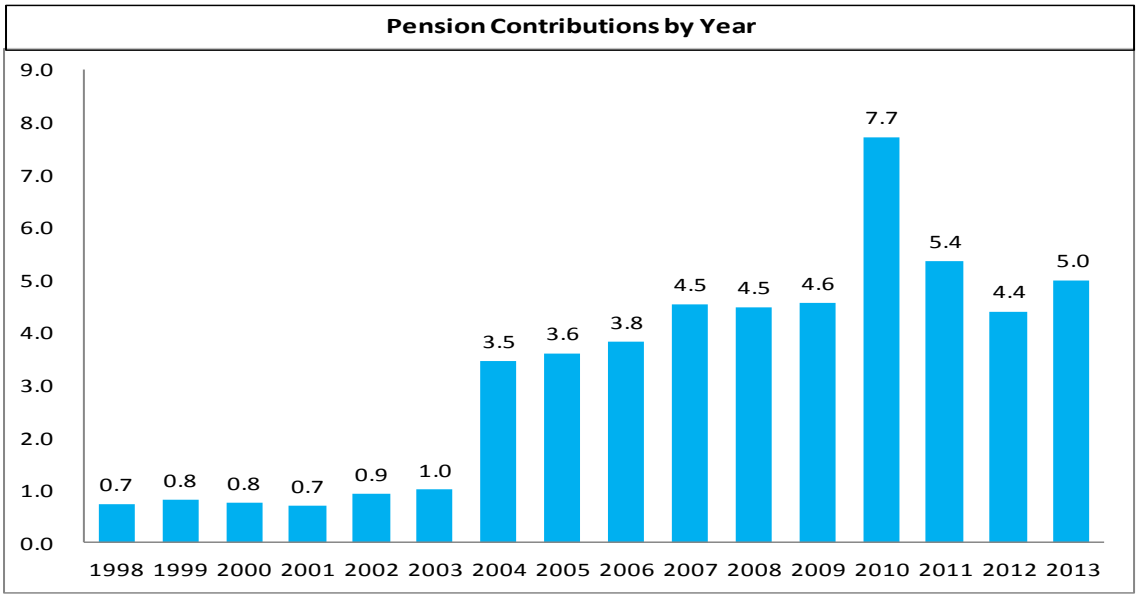
Expenditures. Total general fund expenditures for the proposed budget are $55.1 million, an increase of 3.1% from the budget for fiscal year 2011-12. The following chart displays a summary of expenditure activities within the proposed budget by service area. Consistent with previous years, public safety functions account for 47% of the total proposed general fund budget.



Employee Earnings and Benefits. The cost of wages and benefits for employees accounts for 69.0% of the City's general fund budget. Overall employment-related costs are projected at $37.9 million, slightly higher than the current budget of $35.5 million. One significant increase in the 2012-13 budget is our pension contribution.

Pension Expense. Over the past three years the Board of Mayor and Aldermen have acted decisively to address the condition of our City's pension program. First, the Board acted in 2009 to provide an additional contribution of $2 million to bolster the pension fund. This investment coupled with recovery in many of our investments overall has greatly strengthened the pension fund. Second, after careful consideration, the Board adopted changes to the pension system for employees hired after February 15, 2010. These changes provided a more sustainable structure for the City, while still maintaining a highly competitive benefit for employees that included greater choice for employees. Collectively, these improvements to the City's pension program resulted in a reduction in the required actuarial contribution amount from $5.35 million in 2010-11 to $4.5 million in 2011-12. Based on upcoming pension contribution rules, the City's actuary has determined a pension contribution for 2012-13 of $4.3 to $5 million. Currently, $5 million across all funds is included in the 2012-13 budget. The General Fund's portion of the pension contribution is $4.1 million, or 7.4% of the total general fund budget. This compares with 12% of the general fund in fiscal year 2010.

The chart below depicts the expenditure level in the employee pension category since 1998. It includes the 2009-10 additional one-time contribution of $2 million from reserves to assist in managing these growth costs and to lessen the impact on operating budgets going forward.



Position Vacancies. In an effort to control staffing costs, the City has continued to closely monitor vacant positions. This change in staffing levels has required departments to adjust roles and responsibilities of existing staff to compensate for positions that are being held vacant. The proposed budget identifies 35 full-time positions across the organization that will be held vacant during all or part of the upcoming fiscal year. In various departments across the City, part-time or seasonal employees have been used in place of full-time employees to help manage costs.

In addition to identifying unfilled positions, a turnover factor of 3.5% is applied to wages and salaries. This method anticipates that there will be some turnover that occurs during the year that will result in savings. By conservatively estimating this amount, we are able to apply budget dollars to other non-personnel components of the budget. The City's actual vacancy experience over the past four years has been approximately 6%. The 3.5% turnover factor used in the budget is conservative compared to recent history, but we will continue to monitor actual turnover savings closely.

Salary Adjustment and Employee Benefits. The proposed budget includes a 2.5% cost-of-living increase for all employees effective December 21, 2012 (mid-year of the fiscal year). This is a .5% increase from the 2011-12 budget. By not implementing the wage increase until mid-year, we will be able to gauge if the revenue outlook will support this pay increase. Over the last three years, many public and private organizations have laid off employees, cut wages and benefits, and/or implemented unpaid furloughs to respond to difficult economic times. The City of Franklin has not had to take such measures and has been able to hold employee contributions to health insurance at current levels. Also, the proposed budget includes an additional $125,000 to fund a merit pay program during 2012-13. This merit pay will consist of one-time pay supplements based on the performance of

team members related to their major work objectives. Again for fiscal year 2012-13, the basic structure and cost of employee benefits is unchanged from the previous year.

Tuition Reimbursement. Included in the proposed budget is $60,000 for the City's tuition reimbursement program, the same expenditure as 2012. The program was updated in 2012 to make the program a true reimbursement program for employees pursuing degrees from accredited institutions for degrees related to their career path with the City of Franklin.

Operations. The operations expenditure category is a broadly defined category that encompasses non-personnel and non-capital activities. It includes utilities, supplies, contractual services, repairs and maintenance, and vehicle fuel. In total, operational expenses account for 23.1% of general fund expenditures. The proposed budget amount of $12.7 million for operations is a decrease of 2% from the revised 2011-12 budget, primarily due to continued cost containment measures including use of lease/purchase in lieu of outright capital purchases for items such as vehicles and dispatch/emergency communications equipment.

Transfers to Other Funds. Within the general fund budget are transfers to various other funds for operating subsidies. These transfers are to street aid ($410,216), solid waste ($916,747), and transit ($463,092). Although not sufficient to maintain the 12-year resurfacing program that would require annual funding of between $2.7 and $3.1 million to support, the transfer to Street Aid is included to provide funds for as many streets as possible and to reduce the cycle from an anticipated 20 years or more. With the reduced funding level, our program will prioritize resurfacing of major arterial roads first. Board direction and expectations in terms of service level is needed on this issue.

Capital Expenditures. Capital expenditures are defined as the purchase of equipment, vehicles, machinery, and computer hardware/software that have a multi-year useful life and a cost in excess of $25,000. This category does not include the Capital Investment Program (CIP), which is the plan for implementation of large-scale public infrastructure and building projects. For the proposed 2012-13 general fund budget, capital expenditures are projected at $2.7 million. There is no planned use of general fund reserves to support capital equipment expenditures in 2012-13. The 2011-12 original budget identified the use of $568,856 of general fund reserves for this purpose. To maintain this level of capital equipment expenditures, the City organization is extending the useful life of many of our vehicles and equipment. This will likely require more investment in maintenance associated with equipment and careful assessment in terms of the cost-benefit for replacement. In some cases, equipment from one department is being utilitized in another department.

Of particular note, the proposed 2012-13 budget includes funding for important technology enhancements that will benefit operations across the organization. These improvements include the replacement of aging servers with more efficient units relocated to a more functional and more secure location, Police Headquarters facility. Funding is also provided for the acquisition of the City's first true Human Resource Information System, which will provide a central mechanism for managing important employee records. Both of these technology purchases are anticipated to be made a lease/purchase arrangement.

Outside Agency Funding. The City funds various government, human service, non-profit, and community service organizations through its budget each year. In total, the 2012-13 budget funds these organizations at $415,640. Except for a contractual increase in costs for the City's portion of the County's animal control program, all other appropriations are at the same level as 2011-12.

Board direction will be needed regarding funding identified for the Williamson County/Franklin Chamber of Commerce ($25,380), which is currently transitioning to a unified chamber of commerce, bringing together three chambers within the region. Also included in the proposed budget is $20,000 for possible funding of a new business retention program being proposed by the Williamson County Office of Economic Development.

Cash Reserves and Bond Rating. Two of the key measures of a city's financial health are its reserves and its bond rating. The City has adopted a reserve policy that identifies a 33% general fund reserve as an important benchmark. The City of Franklin is currently projected to end the current fiscal year with a general fund reserve of at least $25.5 million (49% of annual expenditures), an increase from the $24.96 million in reserves reported for year end 2010-11. This reserve amount includes a reimbursement due to the general fund for the purchase of the public works facility ($2.4 million). As no draw from general fund reserves is planned, this fund balance is projected for fiscal year 2012-13. $25.5 million represents 46% of annual revenue and expenditures at the end of fiscal year 2012-13. Clearly, the City is maintaining significant reserves to comply with Board policy and to protect against future economic downturns. The Board- adopted reserve policy and debt policy provide a needed framework for maintaining the City's triple-A bond rating by both Moody's Investors Services and Standard & Poor's. Bond ratings generally reflect on both the overall financial strength of the governmental entity and the health of the jurisdiction's local economy. Franklin's rating is the highest possible and places it in a select group of approximately 100 cities across the United States.

Other Operating Funds

Street Aid and Transportation Fund. The City receives state gasoline tax funds to provide for the maintenance of streets. The proposed 2012-13 budget for this fund is $2.2 million, an increase of 12.4% from the 2011-12 revised budget. This increase is driven by almost $2 million budgeted for re-paving to try to reduce the anticipated cycle from 20 or more years. Also, $100,000 is budgeted for sidewalks.

Solid Waste Fund. The proposed 2012-13 budget for the City's solid waste fund of $8.5 million represents an increase of less than 1% compared to the 2011-12 budget. Although the proposed budget again includes a general fund subsidy ($916,747), it is substantially lower than the general fund transfer used fiscal years prior to 2012 ($3 million in 2009, $2.2 million in 2010, and $1.5 million in 2011). One of the important factors in reducing this subsidy is increased diversion of waste from the landfill. The Blue Bag, a residential curbside recycling program, has contributed to this with an average of 50% of Franklin households participating and approximately 15% of waste by weight being recycled. We will continue to evaluate the effectiveness of the Blue Bag program and seek to increase the overall amount of diversion. Also, the Disposal Division budget includes a baseline of costs with direction expected from the Board of Mayor and Aldermen related to the

both landfill and hauling services based on recent bids received and the inter-local agreement option (with Bi-County Solid Waste).

As with the 2011-12 budget, the proposed budget holds the current residential customer rate at its current level, $15 per month. On the commercial side, a modest increase in rates this year resulted in a reduction in some customers and volume. In 2012-13, the proposed budget holds those rates at current levels.

Road Impact Fund. The impact of the economy has been seen in the road impact fund as slowed development has resulted in decreased contributions to the fund. The proposed budget anticipates $2.9 million in expenditures, mostly in the form of a transfer to the debt service fund. After completion of updating its major thoroughfare plan, the Board re-examined the structure of road impact fees to explore if other elements of the roadway system should be incorporated into the process and approved changes in April 2011. It is anticipated these changes and an upswing in new development will provide sufficient funds to maintain this fund at least at a break-even level.

Facilities Tax Fund. The facilities tax fund provides for the collection of privilege tax for new development to assist in the payment for new public facilities made necessary by growth. The budget is proposed with $1.1 million in new solid waste and fire expenditures for 2012-13. Estimates included in the 2012-13 budget project a year-end balance of $2.7 million within the facilities tax fund.

Stormwater Fund. Residents and businesses pay fees to support the City's efforts to handle stormwater drainage. The rates for these services remain unchanged in the proposed budget. The proposed budget is $3.8 million for fiscal year 2012-13, a decrease of $713,000 from the 2011-12 budget. The majority of this decrease is reduction of drainage projects included in the capital expenditure category. The Board has also adopted a Capital Investment Plan for the stormwater utility.

Drug Fund. The drug fund is used to collect drug-related fines and confiscations received through the City's enforcement efforts. These funds are used to support drug investigations. The proposed budget includes expenditures of $145,500, a decrease of $341,000, which is primarily due to vehicle purchases budgeted in 2011-12.

Hotel/Motel Fund. The City of Franklin levies a 4% local lodging tax on the gross receipts of hotels. Through the hotel/motel fund, the City pays debt service on the Conference Center and park expansions (Harlinsdale and Eastern Flank). The City dedicates 1% of the tax to support the Williamson County Convention and Visitors Bureau. Despite the sluggish economy, receipts in the hotel/motel fund have largely met expectations. The proposed 2012-13 budget provides for $2.2 million in expenditures, which is a decrease of 19% compared to the 2011-12 budget. This decrease is driven by a decrease in debt service requirements.

Transit Fund. The City maintains a special revenue fund to account for the operations of the Franklin transit system. The system is funded primarily by a general fund transfer, State and Federal grants, and rider fares. The general fund subsidy is $463,092, a slight decrease from fiscal year 2011-12. In total, the transit budget is recommended at $1.3 million, slightly less than 2012-13 due to capital purchases in the prior year.

Community Development Block Grant Fund. The City segregates funds received through the Federally-funded Community Development Block Grant (CDBG) program. For 2012-13, funding is expected to reach $227,180. Recently, Congress passed HR 1473 that addresses cuts to the CDBG program. If those cuts affect our fund, appropriate reductions will be made.

Debt Service Fund. In 2009-10 the City created a separate debt service fund. The fund is used to account for resources set aside to fund debt service and the actual principal and interest payments made. The proposed 2012-13 budget for the debt service fund is $10.9 million. The debt service obligations of the general fund are handled by designation of property tax directly to the debt service fund. The proposed 2012-13 budget includes $5.0 million of property tax for payment of debt service. This is slightly less than 2011-12, which utilized $5.2 million of property tax for debt service obligations, and is primarily due to the funding of several projects, including the new Police Headquarters. Other than property tax, the fund receives transfers from various operating and special revenue funds to cover debt obligations related to those funds. In late 2009, the City issued $44 million in bonds to support its Capital Investment Program and Funding Plan. For the first time two years ago, the Board adopted a multi-year Capital Funding Plan that merges Board project priorities with funding capacity. This funding capacity is driven by the Board's debt policy, which was developed and adopted in 2009. Franklin's debt policy is comprehensive and includes an array of benchmarks for assessing our debt capacity.

Summary

Despite economic challenges, the City of Franklin is in excellent financial condition. Our reserves are at strong levels, our debt obligations are relatively low and manageable, and our tax rates are among the lowest in the state. The City leadership team has taken decisive action over the past three years to control costs and live within our means while finding new, innovative ways to deliver exceptional services to the community. Continued strong financial management and strategic investment will position the City of Franklin to succeed and thrive as the regional and national economy emerges from recession.

Many throughout the City organization contributed countless hours toward the completion of the recommended budget. Their commitment to public service and to the betterment of the City of Franklin is inspiring. I would like to extend my appreciation to Assistant City Administrators Russ Truell and Vernon Gerth, Comptroller Mike Lowe, Financial Analyst Stacey Woodard, our leadership team (department directors and other key staff), and the Administration and Finance department staff whose support and leadership have been instrumental to the budget process. A special thanks to Mike Lowe, Monique McCullough, Lanaii Benne, Steve Sims, and Russ Truell, who were crucial to the production of this document. Finally, I offer my gratitude to the Board of Mayor and Aldermen for their leadership, stewardship, and support through which the City of Franklin will chart a course for a promising future.

Respectfully submitted,

Eric S. Stuckey
City Administrator

City of Franklin
Budget Document

The budget of the City is a multipurpose document that attempts to articulate the priorities of the community in a numerical framework. Its purpose is to communicate to citizens and staff the goals of the community, as expressed in the projects and services that are funded. With many different departments, functions, and tasks assigned to city government, it is difficult to fully express the complexity in a clear, brief document. This budget endeavors to answer that call.

City staff hopes to give some context to the budget process by augmenting the numbers with charts and graphs. To simplify the reading of the document, departments large and small have been presented in a standard format. Included with each departmental budget request are a brief narrative of the major changes from last year's budget and a statement of some departmental objectives. Also included are organizational charts, headcount by position, any additions or deletions in personnel, performance measures, and sustainability initiatives.

The appendices include a complete list of capital expenditures (acquisitions that include land or easements; buildings acquired, constructed, or improved; parks and recreation facilities; infrastructure such as drainage, streets, curb and gutter, gateway enhancement and streetscape, bridges and tunnels, sidewalks, traffic signals, and streetlights; and equipment over $25,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software) in Appendix A. A list of priority City projects is included as Appendix B. Appendix C describes the impact of capital improvements on the 2013 operating budget.

After Appendix D describes the budgetary planning process, Appendix E is the reserve fund balance policy. Appendix F is the City's debt policy.

Additional demographic information about Franklin is Appendix G. A complete listing of the pay grades and salaries in the City's pay plan is Appendix H. A listing of expenditure classifications is Appendix I. Also, a glossary of the terms used in the budget is Appendix J.

The formal budget is normally composed of two documents: the budget ordinance and the property tax ordinance, both of which follow this page. If other revenues set by ordinance are recommended for change, those ordinances will also be included in the budget process.

The budget gives some history of expenditures by providing actual data from fiscal years 2010 and 2011. For fiscal year 2012, budget numbers and an estimate of the final results are provided.

Budget Ordinance

ORDINANCE NO. 2012-23

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TN ADOPTING A BUDGET FOR THE FISCAL YEAR 2012-2013; PROVIDING AN EFFECTIVE DATE"

WHEREAS, **the City Charter, Article VIII, provides for adoption of an annual budget for all departments of the City of Franklin, and**

WHEREAS, **an annual budget process appropriating funds to the various departments and divisions of the City government for the fiscal year beginning July 1, 2012 has been completed in accordance with state law and local ordinances,**

NOW, THEREFORE, BE IT ORDAINED**, by the Board of Mayor and Aldermen of the City of Franklin, Tennessee:**

SECTION I**: That the annual budget for the City of Franklin for the fiscal year 2012-2013 shall be, and is hereby established as set forth in the document attached hereto as Exhibit "A", and entitled:**

City of Franklin, Tennessee
Annual Operating & Capital Equipment Budget
July 1, 2012 - June 30, 2013

SECTION II: **That each department of the City shall limit its expenditures to the amount appropriated; that any changes or amendments to the appropriations set forth in the budget shall be made in accordance with the City Charter, Article VIII and the Municipal Code.**

SECTION III**: That this Ordinance shall take effect on July 1, 2012, from and after its passage on Third and Final Reading; the health, safety and welfare of the citizens of the City of Franklin requiring it.**

ATTEST:	**CITY OF FRANKLIN, TENNESSEE**
By: _____	**By: _____**
ERIC S. STUCKEY	**DR. KEN MOORE**
City Administrator	**Mayor**

PASSED FIRST READING _____
PUBLIC HEARING: _____
PASSED SECOND READING _____
PASSED THIRD READING: _____

Property Tax Ordinance

ORDINANCE NO. 2012-24

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2012-2013; PROVIDING AN EFFECTIVE DATE"

WHEREAS, the City Charter, Article II and Article IX, provides for the assessment, levy and collection of City taxes,

NOW, THEREFORE,

SECTION I: BE IT ORDAINED **by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the owners of all property, real, personal and mixed, within the corporate limits of the City of Franklin (except such property as shall be exempt by the laws of the State of Tennessee) shall for the fiscal year 2011-2012 pay a tax of 37.65 Cents ($.3765) to and for the use of the City of Franklin on each One Hundred Dollars ($100.00) of assessed valuation of such property, and pay a proportional amount of tax for each amount of assessed valuation under One Hundred Dollars ($100.00) all of said taxes to be collected by the proper officers of the City of Franklin for use in funding in whole or in part the budget as adopted by this ordinance.**

SECTION II: BE IT ORDAINED **by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the tax rate stated in Section 1 shall be divided excluding proceeds from the tax increment financing district as follows:**

General Fund	**21.49 cents ($0.2149) or percentage approximate to 57% based on the certified tax rate.**
Debt Service Fund	**16.16 cents ($0.1616) or percentage approximate to 43% based on the certified tax rate.**

SECTION III: BE IT FINALLY ORDAINED **by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that this ordinance shall take effect from and after its passage on Third and Final Reading, the health, safety and welfare of the citizens of Franklin requiring it.**

ATTEST: **CITY OF FRANKLIN, TENNESSEE**

BY: _____ **BY: _____**

ERIC S. STUCKEY **DR. KEN MOORE**
City Administrator **Mayor**

PASSED FIRST READING _____
PUBLIC HEARING: _____
PASSED SECOND READING _____
PASSED THIRD READING: _____

Budget Preparation

In January, City staff outlines budget goals and a schedule for the upcoming fiscal year. During February, March and April, budget interviews were conducted by the Budget and Finance Committee with departments. Normally budget goals are discussed with the Board's Budget and Finance Committee and department staff.

After reviewing the current (FY 2011-12) budget, requests for the new fiscal year budgets were submitted by the various departments to the City Administrator and Assistant City Administrators. The requests were analyzed with a focus on maintaining or enhancing service levels within the City's fiscal capabilities, identifying opportunities for community development, and avoiding employee layoffs and related negative service impacts.

Budget officers recognize the need to maintain a strong financial position overall, consistent objectives with budget goals, a balance of revenue to expenditures, and long-term cost implications. We recognize that adoption of an annual budget establishes a short term (i.e., one year) fiscal plan. Short term fiscal decisions can have long term fiscal impacts. Each year in the Capital Investment Program (CIP) we seek to discuss and evaluate long term fiscal trends and then utilize that for short term spending and service level decisions during the annual budget process, recognizing the demands anticipated with continued growth projections. Decisions on new programs or services require the same consideration.

The City of Franklin is committed to efficient operations and ethical standards in all services provided to our citizens and visitors. In conjunction with the beginning of the budget preparation process, Department Directors are encouraged to again emphasize our continuing commitment to operational excellence. While much of the focus and debate within the community centers on growth and development issues, the operations of City government have remained focused on continuous improvement.

The City has been able to maintain an outstanding level and quality of services delivered to the residents and businesses of this City. For the past few years, several departments have participated in a benchmarking project with other Tennessee cities. Results from those studies show that Franklin residents receive an above average level of service. (Please note: these benchmarking results are included in the discussions of the participating departments). The City formed a performance measure team with representatives from every department. In this budget, each department has identified key performance measures related to their service delivery efforts and sustainability initiatives.

Departments within the City participate in peer group studies and continue to review and adopt "best practices" that are recommended by the International City Managers Association, the Government Finance Officers Association, American Public Works Association, American Planning Association, and other national and international organizations.

City of Franklin departments and staff have received annual awards and recognition. For example, here are only a few of the extremely positive recognitions to the City of Franklin in the past year:

- Aaa (Triple A) Bond Rating by both Moody's Investors Services and Standard & Poor's

- GFOA Award for Excellence and Financial Reporting (20th year)
- GFOA Distinguished Budget Presentation Award (4th year)
- Tennessee 3-Star Award for Community Economic Preparedness (8th year)
- Tree City USA (8th year)
- Hold Fire ISO Rating of 2 (Highest rating in the state)

As we do each year, we respectfully request of the Board of Mayor and Aldermen that, as you read the facts, figures, and percentages set forth on these pages, you look beyond the statistics and examine the numerous programs and services provided daily to the residents of this community. Many facets of the community's daily life are impacted by municipal government. Whether it is maintaining the roads or drainage system, responding to an emergency, enforcing building and zoning codes, or providing a park for children to play in, the City of Franklin is directly involved in the quality of life for local citizens.

The annual budget reflects the quality of life, development policies and service level priorities of the Board and the citizens of Franklin. The relationship between the budget review and approval process and the high quality level of services available within this community are cited above.

City of Franklin
2012-13 Budget Goals

Financial Goals

- Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.
- Continue to pursue options for revenue diversification among property taxes, sales taxes, fees, interest earnings, other income, and state shared revenues with expenditure growth reviewed annually in terms of population increases and desired public service levels.
- Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.
- Pursue additional revenue sources when and where appropriate.
- Maintain reserve funds in compliance with the Board of Mayor and Aldermen's adopted policy.
- Maintain compliance with the City's adopted debt policy and capital funding program.
- Leverage local funds through the pursuit of grant opportunities.

Non-Financial Goals

- Maintain and enhance services to citizens. Avoid employee layoffs and other actions that would negatively impact the delivery of City services.
- Focus on the delivery of roadway projects approved through the Board's Capital Investment Funding Plan.
- Focus on continued maintenance and improvement to the water & wastewater infrastructure by advancing rate-funded capital projects.
- Develop, adopt, and implement programs and policies which promote, protect, and preserve the health, safety and welfare of the community, and thereby enhance the high quality of life enjoyed by all residents of the City.
- Develop, adopt, and implement programs and policies, which create and sustain a positive economic environment within the City of Franklin.
- Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County.
- Continue an emphasis on maintenance of facilities and equipment with replacement of the City's fixed assets as necessary, which include equipment, infrastructure, and facilities.
- Continue emphasis on employee safety and safety education.
- Continue and further enhance our commitment to employee training and professional development, and thereby providing a positive work environment for teamwork, individual and department initiatives, productivity, and individual development.

- Maintain and continue to enhance the compensation and benefit plan for employees within our financial capabilities; to retain qualified and motivated employees in a highly competitive market.
- Enhance community services through the promotion of and with provision for the expansion of City/County, City/Non-Profit, and public/private cooperation in areas deemed feasible.
- Continue commitment to the vitality of the downtown area and individual historical areas.
- Encourage Community improvement projects to maintain and improve the visual improvements of the City's existing residential neighborhoods and business area.
- Continue maintaining membership and active participation of City officials in regional and statewide organizations benefiting the City of Franklin.

Specific Fiscal Year 2013 Initiatives

- To continue the emphasis that will maintain and enhance existing level of services to the citizens of Franklin to focus upon core values of excellence, innovation, teamwork, integrity and an action-orientation.
- Determine an action plan to implement the long-term assessment of City Hall facilities and operational needs due to growth, service requirements, and technology.
- Implement the consolidation of various public works departments in a single facility at 124 Lumber Drive that will accommodate the current and future service needs of the community.
- Demonstrate progress on the FY 2011-2015 Capital Investment Program (CIP) and the associated funding plan approved April 24, 2012.
- Analyze City-owned properties to determine their future value to the City and examine the potential disposal of properties that do not provide sufficient value.
- To continue to identify opportunities to expand and enhance the City's communication with the public through various strategies and mediums.
- To promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.
- To encourage a County-wide study of economic development structures and opportunities.
- To continue the City's participation in the benchmarking program through UT-MTAS and other organizations, such as ICMA or GFOA. Continue the city-wide performance measurement program and provide ongoing reporting through both the budget and the City's website.
- Support the sustainability efforts identified by staff and the City's Sustainability Commission.
- Continue efforts to recruit qualified employees including the efforts to diversify the workforce.
- Continue efforts to find a workable solution to public transportation needs that would provide needed services with a more effective financial solution.

City of Franklin

Budgeted Funds

The City adheres to the requirements of state law in its annual budgeting by adopting an annual appropriated budget for its general and special revenue funds

In Tennessee, it is a requirement that the budget approved by the Board of Mayor and Aldermen be balanced. This means planned expenditures equal anticipated revenues. Fund revenues and expenditures are budgeted using modified accrual where expenditures are recognized when incurred and payment is due, and revenues are recognized when they are measurable and available (generally collected within 60 days). This is the same basis as used in the City's audited financial statements.

In addition to the General Fund (the City's primary operating fund), the City has various separate special revenue funds and a capital projects fund that are restricted as to how the revenues can be used. These special funds are detailed below. It should be emphasized that these funds, except for the Solid Waste and Stormwater funds, do not include any personnel costs.

Street Aid Fund - Special Revenue fund for the accounting of the portion of State gasoline tax that is shared with cities, based on population. State law requires that these funds be used for the maintenance of streets.

Solid Waste (Sanitation) Fund – Special Revenue fund for the accounting of fees collected in the disposal and collection of residential and commercial garbage.

Stormwater Fund – Special Revenue fund for the accounting of fees collected for the purpose of preventive maintenance of drainage areas, as well as remediation of circumstances that cause flooding and pollution.

Road Impact Fee Fund – Special Revenue fund for the accounting of expenditures in accordance with City Ordinance 88-13 on the proceeds of road impact fees from new development.

Facilities Tax Fund – Special Revenue fund for the accounting of fees collected for the expenditures specified in City Ordinance 88-12, which assesses a privilege tax on the business of development.

Drug Fund – Special Revenue fund for the accounting of drug fines collected for the purpose of furthering drug investigations.

Hotel/Motel Tax Fund – Special Revenue fund for the accounting of hotel/motel taxes collected for the purpose of retiring the City debt on the City /County Conference Center and for purchase and development of park property intended to promote tourism.

Transit System Fund – Special Revenue fund for the accounting of activities of the City's mass transit system.

Community Development Block Grant (CDBG) Fund – Special Revenue fund for the accounting of federal CDBG grant monies and their expenditures.

Debt Service Fund – Used to account for resources set aside to fund debt service and the actual principal and interest payments made.

The City has two (2) additional funds that are not included in this budget document:

Capital Projects Fund – Capital Project fund for the accounting of bond proceeds and expenditures in conjunction with long range capital projects. Although not required to be budgeted by state law, this fund is included in the City's audited financial statements.

Water and Wastewater Fund – Proprietary Fund for the accounting of user charges and fees and expenses of the operations of the City's Water, Wastewater, and Reclaimed Water system. A separate budget document is prepared on a biennial basis for its anticipated activity. This fund also is included in the City's audited financial statements.

City of Franklin

Budget Calendar

Department Budget/ Information Meetings	**To be scheduled with each department between Monday, January 23, 2012 through Friday, February 10, 2012 (starting with February presentation departments)**
Department Requests Due	**Due same month as budget presentations**
Initial Meetings - Finance	**3 weeks before budget presentation**
Initial Meetings – City Administrator	**2 weeks before budget presentation**
Proposed Department Budgets Distributed to Committee and Board for Budget Presentations	**1 week before budget presentation**
Budget Presentations to Finance Committee	**Each Finance Committee Meeting in February, March, April**
Proposed Budget Compiled for Board of Mayor and Aldermen	**Friday, May 4, 2012**
Budget Notice	**Thursday, May 10, 2012**
Budget Hearings (as needed)	**Monday-Thursday, May 14-17, 2012**
First Reading of Budget & Tax Rate Ordinances	**Tuesday, May 22, 2012**
Second Reading (Public Hearing)	**Tuesday, June 12, 2012**
Third & Final Reading	**Tuesday, June 26, 2012**
New Fiscal Year	**Sunday, July 1, 2012**

Amendments to the proposed budget may be made during the budget hearings and included in the approved budget after third and final reading. Once the budget is approved, budget amendments are required by the Municipal Code to be changed by ordinance of the Board of Mayor and Aldermen on two readings. Certain minor changes below a Board-established threshold can be made administratively.

City of Franklin

Budget Amendments

The City's proposed budget may be amended by the Board of Mayor and Aldermen before final approval.

No amendments were made to the City's proposed budget.

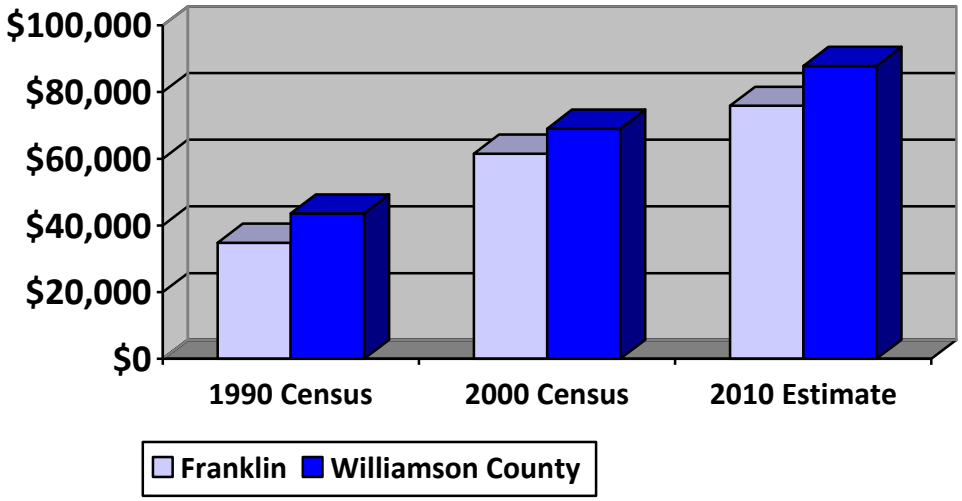
Note: The transmittal letter on pages 7 through 15 is shown as it was originally submitted for the proposed budget.

City of Franklin

Demographic Information

Income	Franklin	Williamson County
Median Household Income	$76,549	$82,737
Average Household Income	$106,892	$121,883
Per Capita Income	$39,022	$41,977

Median Household Income



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	1,831	5.2%	5,908	4.9%
High School	6,396	18.2%	23,483	19.7%
Some College	6,859	19.6%	22,478	18.8%
Associate Degree	1,974	5.6%	6,439	5.4%
Bachelor's Degree	12,509	35.7%	40,568	34.0%
Graduate Degree	5,518	15.7%	20,524	17.2%
Total	35,087		119,400	

Data provided by SRC, LLC (Williamson County Office of Economic Development - www.williamsoncounty-tn.gov).

The City of Franklin, incorporated in 1799, is located in Middle Tennessee. The local economy is a well-balanced blend of financial, agricultural, wholesale, retail, manufacturing, and service industries. No single industry is critical to the region's economy. The City of Franklin covers an area of approximately 41 square miles, and serves a population of 62,487 according to the 2010 Census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee, with the population increasing almost 70 percent between 2000 and 2010.

The City of Franklin is empowered to levy both real and personal properties located within its boundaries. Also, it is empowered by State statute to extend its corporate limits by annexation, which occurs periodically when deemed appropriate by the governing board.

The City of Franklin has operated under a Mayor/Board of Aldermen form of government under state charter since 1903. Policy-making and legislative authority are vested in a governing board consisting of the Mayor and eight (8) other members (Aldermen). The Board is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the City Administrator. The City Administrator is responsible for carrying out the policies and ordinances of the governing board, for preparing an annual budget, for overseeing the day-to-day operations of the government, and for hiring the heads of the various departments. The Board is elected on a non-partisan basis. Board members serve four-year staggered terms, with four Aldermen elected at large and the remaining four elected by ward two years later. The Aldermen elected by wards must live within the ward in which they represent. The Mayor also serves a term of four years.

The City of Franklin provides a full range of services, including police and fire protection and emergency services; the construction and maintenance of highways, streets, and other infrastructures; pickup and disposal of solid waste; operation of a city court; implementation of storm water regulations and remedies; operations of an inner-city trolley system, and the operation of a city-wide park system. The City of Franklin also has its own water, sewer, and reclaimed water system.

The annual budget serves as the foundation for the City of Franklin's financial planning

and control. All departments of the City of Franklin are required to submit requests for budget appropriations to the City Administrator in the first quarter of the calendar year. The Administrator, in concert with the Chief Financial Officer, uses these requests as a starting point for developing a proposed budget. After numerous meetings with department heads, the Administrator presents the budget to the Board of Mayor and Aldermen for approval.

Three meetings of the full board and a public hearing are necessary for approving the budget. The appropriated budget is prepared by fund, function, and department. At any time during the year, the Mayor may make transfers of appropriations within a department. A transfer of appropriations between departments however requires three more readings by the Board and a public hearing.

Awards & Recognitions

Most Beautiful Town Top 5 Finalist
Rand McNally/USA Today Poll

Top 10 Tennessee's Most Business-Friendly Cities (#3)
Beacon Research

Healthiest County in Tennessee
University of Wisconsin's Population Institute & Robert Wood Johnson Foundation

Where the Jobs Are
Money Magazine

Two Franklin Schools-Top High Schools in America-
Franklin High (1,003), Centennial (1,605)...***Newsweek***

Best Places to Live 66th
Money Magazine 2010
Only City in TN to make List!

One of the Best Cities for Startups
Zoom Prospector.com-Bloomberg Businessweek

Top 100 Places to Live
Relocate America

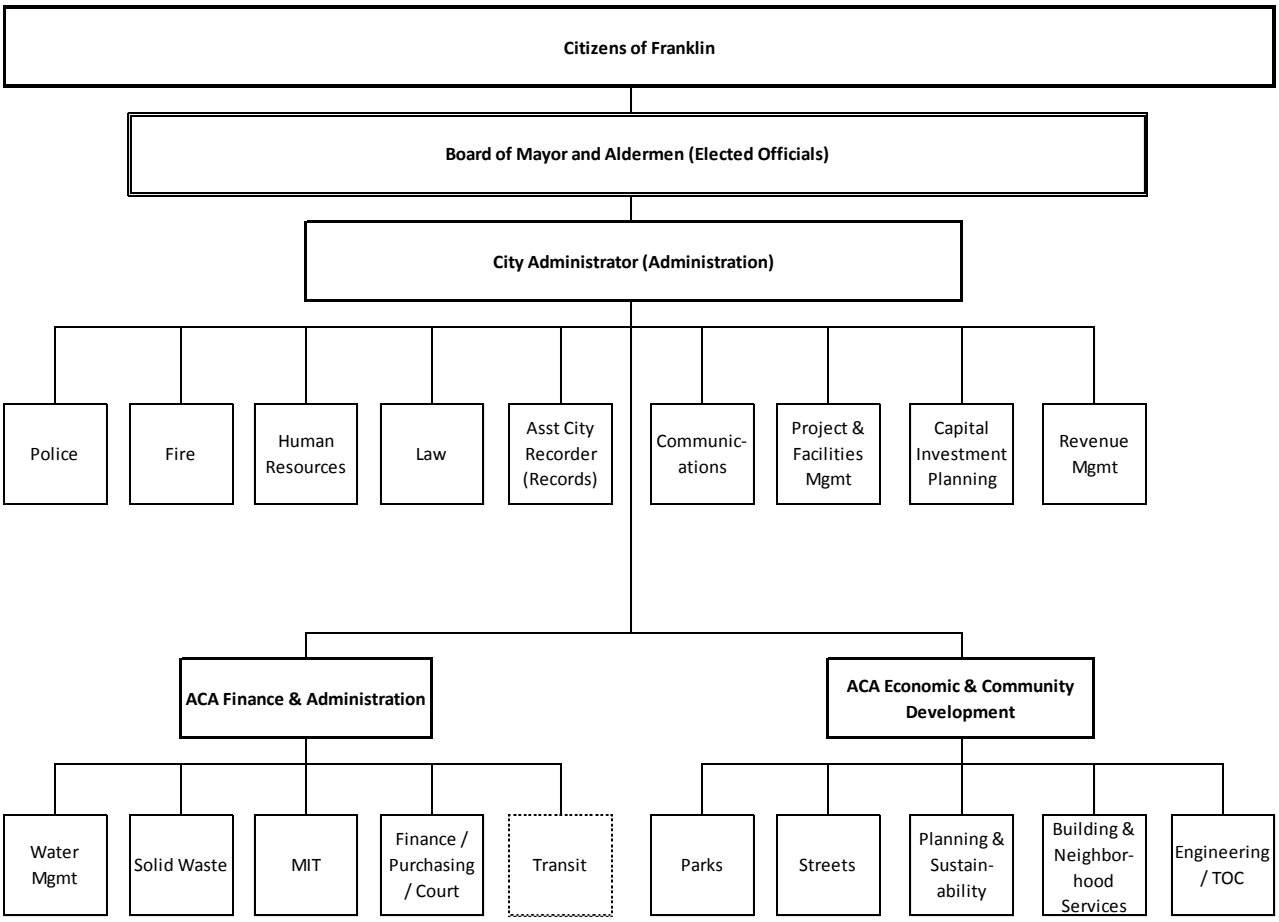
1st in Personal & Family Well-Being
TN Advisory Commission on Intergovernmental Relations

Top 5 Most Romantic Main Streets
National Trust for Historic Preservation

Williamson County Third in the Nation for Job Growth
Woods and Poole Economics Inc.

City of Franklin

Organizational Chart



City of Franklin

Structure of City Government

Responsible to its citizens, the mission of the City government is to foster community cooperation, innovation, and opportunity by providing quality services to Franklin residents and businesses in an efficient, effective, and economical manner.

The City government is organized under three (3) primary operating units. Each operating unit is presented in this budget with its various departments, divisions, and funds. One exception is the Water Management department (that has its annual financial plan included in a separate budget document).

1. Governance & Management / Public Safety
   a. Elected Officials (General Fund)
   b. Administration Department (General Fund)
   c. Human Resources (General Fund)
   d. Law (General Fund)
   e. Communications (General Fund)
   f. Project & Facilities Management (General Fund)
   g. Capital Investment Planning (General Fund)
   h. Revenue Management (General Fund)
   i. Police (General Fund)
   j. Fire (General Fund)

2. Finance & Administration
   a. Finance (General Fund)
   b. Municipal Information & Technology (General Fund)
   c. Purchasing (General Fund)
   d. Court (General Fund)
   e. Solid Waste (Solid Waste Fund)
   f. Transit (Transit System Fund)
   g. Water Management (Water/Wastewater/Reclaimed Fund)

3. Economic & Community Development
   a. Building & Neighborhood Services (General Fund)
   b. Planning & Sustainability (General Fund)
   c. Streets (General, Stormwater, and Street Aid Funds)
   d. Engineering / Traffic Operations Center (General Fund)
   e. Parks (General Fund)

City of Franklin
Pay and Classification Plan

It has been a core value of City government that people working for the City of Franklin are the City's most important asset. In providing quality services, the Board has directed a significant amount of financial resources to enhance our ability to recruit, develop and retain quality employees.

The City continues to be committed to the compensation plan adopted during the 2007-08 budget process. The approved budget includes a 2.5% cost-of-living increase for all employees effective December 21, 2012 (mid-year of the fiscal year). In addition, funds are budgeted to implement a merit pay program. The goal of the City is to avoid possible layoffs by keeping the salaries of the employees the same as the 2011-12 fiscal year for the first six (6) months of 2012-13.

During the past years, the City has made a number of adjustments in the classification plan due to the restructuring of the organizational chart, reclassification of positions, and recommendations of the Centre Group (the Compensation Plan Advisor). One adjustment recommendation was to review specific jobs in the City and compare to the equal positions in a precisely targeted market area; upon completion of this analysis, the City modified the compensation of a number of below-market groups within the City compensation structure.

As with any entity today, the City government is dependent upon a staff of professionals and highly skilled employees to identify solutions to issues and deliver quality services. Our long-term effectiveness and viability as a City government depends in many respects not only on political leadership, but also how well we attract, retain, and motivate quality employees. It is also why we must be focused and willing to commit time and funds on continuing education and employee training at every level of City government. The University of Tennessee Municipal Technical Advisory Service's (UT-MTAS) Municipal Management Academy (MMA), Franklin Leadership University, and the Extensive Civil Treatment Training are just a few examples along with the City's longstanding tuition reimbursement program.

We believe the efforts now underway are mutually beneficial to the individual employees and the City, both in the immediate value, and, more importantly, with long term leadership skills.

City of Franklin

Authorized Full-Time Positions

As of July 1, 2012, total authorized employment for the municipal government's General and Special Funds is 613 full-time employees. In addition, the Water & Wastewater Fund (included in a separate budget document) has 86 full time employees. Authorized part-time positions are shown within the individual departments that have these positions.

Full-Time City Government Employees by Function / Program, Last Ten Years

Function/Program	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Administration	18	10	11	9	9	9	5	5	6	5
Building & Neighborhood Services	18	20	23	25	27	27	28	28	27	27
Capital Investment Planning	*	*	*	*	*	*	2	2	2	1
Communications	*	1	1	1	1	1	3	3	3	3
Court	3	3	3	3	3	3	3	2	2	2
Engineering	7	8	6	9	11	9	8	8	10	10
Finance	11	11	11	11	11	11	11	11	9	9
Fire	131	138	142	156	158	158	158	158	158	159
HR	5	5	6	6	6	8	8	9	10	10
Law	*	*	*	3	3	3	3	4	4	4
MIT	9	9	10	14	17	17	17	17	17	19
Parks	14	15	18	20	25	29	29	30	33	33
Planning & Sustainability	9	9	11	12	13	17	18	18	16	15
Police	141	151	160	169	176	176	176	175	175	175
Project and Facilities Management	*	5	5	5	5	5	7	6	6	6
Purchasing	*	*	*	2	2	2	2	2	3	3
Revenue Management	*	7	7	11	14	14	14	13	15	15
Solid Waste	46	49	51	53	56	59	51	51	52	49
Stormwater	5	9	9	11	11	11	11	11	16	16
Streets	35	37	37	41	41	43	52	52	47	48
TOC	*	*	3	3	3	3	3	3	3	4
Water & Wastewater	75	74	83	79	81	80	81	82	83	86
TOTAL	527	561	597	643	673	685	690	690	697	699

Note 1: Thirty-two (32) vacant full-time positions above are not funded in fiscal year 2013.

Building & Neighborhood Services	1
Fire	2
Law	1
MIT	2
Parks	5
Planning	1
Police	18
Solid Waste	2
Total Not Funded	32

Note 2: The City's 9 elected officials (Mayor and 8 Aldermen) and City Judge are not included in the numbers above.

Note 3: An asterisk (*) indicates the department had not been created in the year shown.

City of Franklin

Change in Authorized Personnel Positions

The approved budget provides for one (1) less authorized full-time position in the new fiscal year. (The Water and Wastewater fund has three (3) new full-time positions). In 2013, thirty-two (32) full-time positions, as well as three (3) part-time positions, will not be funded.

DEPARTMENT	TITLE	PAY GRADE
ADMINISTRATION	**One (1) Administrative Assistant (Not Funded) – Eliminated** **Administrative Secretary (part-time) - Added**	**Pay Grade 12** **Pay Grade 10**
BUILDING & NEIGHBORHOOD SERVICES	**Residential & Energy Plans Examiner – Not funded** **Building Inspector-Plans Ex Sr – Reclass to Combination Inspector** **Building Inspector-Elec Plans Ex Sr - Reclass to Combination Inspector** **Building Inspector-Electrical – Reclass to Combination Inspector** **Three (3) Building Inspectors – Reclass to Combination Inspector**	**TBD** **TBD** **TBD** **TBD** **TBD**
CAPITAL INVESTMENT PLANNING	**Administrative Assistant changed to Part-time**	**Pay Grade 12**
ENGINEERING	**Assistant Director of Engineering – Reclassification from Eng II** **Engineer II – Reclassification from Engineer I**	**Pay Grade 23** **Pay Grade 21**
FIRE	**Intern – Not funded** **Accreditation Manager (part-time) – Not funded** **Assistant Chief/Training – Reclassification from Training Captain (1)** **Two (2) Firefighters – Not funded** **Administrative Assistant - Added**	**N/A** **TBD** **Pay Grade 21** **Pay Grade 13** **Pay Grade 12**
HUMAN RESOURCES	**Administrative Assistant (part-time)- Added**	**Pay Grade 12**
LAW	**Assistant City Attorney – Not funded** **Intern (part-time) - Added**	**Pay Grade 23** **N/A**
MIT	**Enterprise Applications Manager – Not funded** **Applications Development Manager – Not funded** **Communications Technician – Added** **Asset Analyst I – Added** **Intern (part-time) - Added**	**Pay Grade 20** **Pay Grade 22** **Pay Grade 16** **TBD** **N/A**

City of Franklin

Change in Authorized Personnel Positions (continued)

DEPARTMENT	TITLE	PAY GRADE
PARKS	Parks Athletic Field Worker – Not funded Parks Facilities Worker – Not funded Grounds Worker – Not funded Groundskeeper Crew Chief – Not funded Landscape Crew Chief – Not funded Program Specialist (part-time) – Not Funded Facilities Worker (part-time) - Added Grounds Worker (part-time) - Added	Pay Grade 11 Pay Grade 9 Pay Grade 9 Pay Grade 13 Pay Grade 13 Pay Grade 13 Pay Grade 9 Pay Grade 9
PLANNING & SUSTAINABILITY	Staff Engineer II (Not funded)– Eliminated Land Planner (TN reg) – Not Funded Planning Associate (part-time) - Added	Pay Grade 21 Pay Grade 21 Pay Grade 14
POLICE	Police Assistant Chief – Eliminated Police Deputy Chief - Added Two (2) Detectives – Not funded Two (2) Sergeants – Not funded Eleven (11) Police Officers – Not funded Two (2) Communications Officers – Not funded One (1) Records Clerk – Not funded School Patrol (part-time) - Added	Pay Grade 24 Pay Grade 23 Pay Grade 15 Pay Grade 17 Pay Grade 13 Pay Grade 11 Pay Grade 9 N/A
REVENUE MANAGEMENT	Cashiers – Reclassification from Billing & Collection Tech (part-time) Billing & Collection Tech – Reclassification of Grade	Pay Grade 10 TBD
SOLID WASTE Administration	Assistant Director – Not funded	Pay Grade 22
Collection	One (1) Solid Waste Truck Driver/Operator – Added	Pay Grade 11
Disposal	One (1) Tractor Trailer Driver – Not funded Four (4) Tractor Trailer Drivers - Eliminated	Pay Grade 12 Pay Grade 12

City of Franklin

Change in Authorized Personnel Positions (continued)

DEPARTMENT	TITLE	PAY GRADE
STREETS		
Maintenance	**Office Manager – Reclassification from Administrative Asst (1)**	**TBD**
Traffic	**Traffic Signal Technician - Added**	**Pay Grade 14**
Fleet	**One (1) Sr. Fleet Maintenance Technician – Reclassification from Mechanic**	**Pay Grade 15**
TOC	**TOC Operator - Added**	**Pay Grade 12**

Fund Balance Levels and Reserves

The City of Franklin takes pride in its financial strength, and a large part of that strength results from an unusually high fund balance. Fund balance represents the accumulation of funds which remain unspent after all budgeted expenditures have been made. The City has been able to maintain a fund balance level that is almost double the average reserves of a triple-A (Aaa) rated city, according to both Moody's Investor Services and Standard & Poors.

Unreserved fund balances (those reserved funds that are not set aside for a specific purpose) equal to or greater than 50% of annual revenues had been maintained for almost two decades. Beginning in fiscal year 2006, the City recognized that unreserved fund balance overstated the security of City's position. Until that time, there were no reserves for claims from the City's self-insured health insurance program for employees and retirees. Nor were there reserves for potential costs derived from property, casualty, or liability claims.

Beginning in January of 2009, the City engaged Public Financial Management (PFM), an independent financial advisory firm, to assist in developing financial policies that would lead to a long range financial plan. The first of those policies, a fund balance reserve policy, was adopted by the Board of Mayor & Aldermen in May. This is the first building block in determining the ability of the City to maintain fiscal stability while undertaking capital projects in a sound and logical method. The policy in its entirety is included in this document as Appendix C.

The fund balance policy outlines the variety of reserves that a sustainable city should consider, including reserves for insurance, retiree health benefits, working capital, emergencies and natural disasters. The policy establishes a Financial Stabilization account comprised of six components: reserves for contingencies, emergencies, cash flow stabilization, debt service, and insurance and retiree health benefits. The City's goal is to maintain this account at a level equal to thirty-three percent (33%) of budgeted General Fund expenditures. For 2012-13, this reserve would be $18,175,942, based on budgeted expenditures of $55,078,612.

While the City fund balances greatly exceed this level, the importance of establishing and ratifying guidelines cannot be overestimated. The formal policy puts in place a baseline for reserves that should hold firm through future years. As the General Fund budget grows in size, an ever larger amount of reserves are required to maintain the same percentage as in prior years. Growth in the size of the City budget will require that reserves be augmented as the City continues its natural expansion.

City of Franklin

Fund Balance Changes

Fund	Fund Description	Estimated Beginning Fund Balance	Budgeted Increase / (Decrease)	Budgeted Ending Fund Balance	Percent Increase / (Decrease)	Major Factor(s) for Fund Balance Change
General	The general operating fund of the City. Most department operations of the City are funded by the general fund.	$25,547,712	$0	$25,547,712	0.0%	Budgeted expenditures match budgeted revenues.
CDBG	Used to account for receipts from CDBG grants and usage of these monies to further community development.	$20,076	$630	$20,706	3.1%	Other than interest income, budgeted expenditures match budgeted revenues.
Debt Service	Used to account for resources used for debt service and the actual principal and interest payments made.	$82,742	$10,000	$92,742	12.1%	Other than interest income, budgeted expenditures match budgeted revenues.
Drug	Used to account for drug related fines and confiscations received and usage of these monies to further drug investigations	$255,332	$24,190	$279,522	9.5%	Increase intended for future drug-enforcement programs.
Facilities Tax	A special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth.	$1,743,111	$998,504	$2,741,615	57.3%	Increase due primarily to additional funds anticipated in 2013.
Hotel/Motel Tax	Used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds are used for tourism.	$1,646,251	$156,515	$1,802,766	9.5%	Increase due to additional funds anticipated and less funds needed for debt service.
Road Impact	Used to account for proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to assess and collect fees on new development thereby requiring the developer to pay for the costs of new road improvements.	$0	$107,733	$107,733	n/a	Increase due primarily to additional funds anticipated in 2013.
Solid Waste	Used to account for the City's solid waste collection, fleet maintenance, and disposal operations. Its primary sources of revenue are user charges and an operating subsidy from the general fund.	$0	$0	$0	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance
Stormwater	Used to account for the City's stormwater drainage operations. Revenues are primarily from charges to residential and commercial customers based on paved areas.	$4,171,367	($1,579,430)	$2,591,937	-37.9%	Increase due primarily to budgeting of several drainage projects in 2013.
Street Aid & Transportation	Used to account for the receipt and usage of the City's share of State gasoline taxes. State law requires these gasoline taxes to be used to maintain streets.	$0	$0	$0	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance
Transit System	Used to account for the City's transit operations. It primary sources of revenue are an operating subsidy from the general fund and transit fares. The City has created the Franklin Transit Authority to oversee transit operations.	$0	$0	$0	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance

Economic Outlook

The optimistic outlook that prevailed at the beginning of 2011 never materialized in the form of a strong economic rebound for the state or the nation. The earthquake and tsunami in Japan disrupted the automotive supply chain, causing ripples across the globe. Political gridlock in Europe delayed the day of reckoning in dealing with the sovereign debt crisis, exacerbating the ongoing crisis of confidence and pushing the countries of Europe to the brink of recession. The U.S. experienced its own political gridlock over the federal government's debt ceiling in the summer. Together these and other events conspired to produce a year of anemic growth for the national economy that also impacted the Tennessee economy. However, the economy closed out 2011 with a strong retail season and started 2012 with a surge in the stock market. This momentum offers the hope of a relatively strong year of growth ahead.

Nonfarm employment in Tennessee saw a 1% gain in 2011 after jobs declined in 2010, reflecting the pace of job growth for the nation. The state also saw the unemployment rate continue to fall modestly over the course of the year. Personal income growth accelerated, benefiting from strong growth in income from rent and dividends. The state's fiscal situation was shored up by gains in taxable sales and sales tax collections.

The short-term outlook for Tennessee calls for economic growth to accelerate in 2012 and 2013, with further gains in employment, particularly in manufacturing, and continued reductions in the unemployment rate. Unfortunately, employment levels in 2013 will still be below pre-recessionary peaks, and the unemployment rate will remain elevated, offering a clear picture of the depths and severity of the recession that ended in the summer of 2009. The economy still confronts serious challenges, none more serious than the residential housing market. The backlog of pressures and imbalances from the recession will affect the economy's performance for the foreseeable future. The positive economic growth that appears on the immediate horizon will have to occur without the normal contributions from sectors like construction.

Like the nation, the state economy has struggled to engineer consistent growth in recent quarters. Many forces have worked against a stronger rebound in economic activity, particularly the housing market. Property values continue to fall, and foreclosures are again on the rise after a bit of a respite in 2011. But Tennessee is doing slightly better than the nation as a whole. For example, total building permits in 2011 in Tennessee were 81% of the level that prevailed in December 2007, compared to 66% for the nation. Further improvement in the housing market will be critical to broader economic stabilization and recovery.

Most sectors of the state economy were able to reverse the pattern of job losses in 2008-2010 with employment gains in 2011. Natural resources, mining and construction employment was up 4.9% last year compared to a 4.2% setback in the previous year. Manufacturing rebounded with a 0.8% gain in 2011, the first time the industrial sector has been able to add jobs since the 1990s. Wholesale trade, transportation and utilities, financial activities, leisure and hospitality services, and other services also moved employment into the black. The net result was a 1% gain in employment for the state economy.

No matter how one slices the data, the recession has left lasting scars on labor markets across the state and region. At the end of 2011, not a single state in the southeastern region had seen employment levels rebound to where they stood in December 2007. For the nation as a whole, employment is still down 4.6% from the beginning of the recession. Tennessee's employment level was down 5.3% relative to the start of the recession. Over 616,000 manufacturing jobs were shed over the same period within the southeastern United States. Tennessee lost nearly 78,000 manufacturing jobs between the fourth quarter of 2007 and the fourth quarter of 2010 when recession-related losses bottomed out. Industrial employment for the nation, state and region as a whole has grown since finding the trough in 2010.

INDICATOR	ONE YEAR AGO	LAST MONTH	THIS MONTH	% YEAR OVER YEARS
Labor Force	92,392	96,439	96,173	4.1 %
Employment	86,243	91,437	90,992	5.5 %
Unemployment	6,149	5,002	5,181	-15.7 %
Unemployment Rate	6.7 %	5.2 %	5.4 %	-1.3 %
State Sales Tax Trend (thousand $)	19,571	20,831	21,101	7.8 %
Real Estate Transfer Tax Trend	558,770	568,887	537,692	-3.8 %

Williamson County data, Feb 2012, seasonally adjusted

The most recent employment data for Tennessee shows employment was up 1.3% compared to 0.9% growth for the nation. Forty counties witnessed declining payrolls, while 55 counties experienced employment growth. Tennessee's quarterly unemployment rate over the current business cycle peaked at 10.8% in the third quarter of 2009; the nation's unemployment rate peaked the next quarter at 10.0%.

There has been some improvement since then, but unemployment rates remain unacceptably high in most counties. Labor market prospects were so bleak in 2009 that the state's civilian labor force actually declined. In the same year, the number of employed people fell by 4.2% and the number of unemployed people skyrocketed 56.3%. Each of these measures enjoyed a turnaround in 2010; the labor force experienced strong growth of nearly 2.0% in 2011, and the number of employed people grew at a healthy 2.1% pace. Unfortunately, the ranks of the unemployed grew, but by only 0.3%. At year-end the unemployment rate stood at 9.1% for Tennessee versus 8.8% for the nation.

Nominal personal income in Tennessee suffered a 2.5% setback in 2009 before recovering with 4.2% growth in 2010. Wage and salary income, proprietors' income and rent, interest, and dividend income all experienced large losses in 2009. Personal income should advance 4.8 % in 2011 buoyed by growth in proprietors' income and rent, interest, and dividend income in excess of 5%. Wage and salary income is expected to be up 3.3%, and transfer payments are projected to rise 4.2%. The inflation-adjusted average wage will have contracted slightly over the course of 2011.

Growth is finally occurring in state government tax revenues and general fund expenditures in Tennessee and other states, but very little activity has been restored to pre-recession levels. The

declines seen in state general fund revenues across the states during fiscal years 2009 and 2010 were harsh enough to keep the gains in fiscal year 2012 below the 2008 level by $21 billion.

Aggregate state tax revenues have continued a positive trend over the past two years. 2011 revealed positive growth in all four major revenue categories: personal income, corporate income, sales, and total tax revenues. While the national average of total tax collections has grown for ten consecutive months and has finally reached pre-recession levels, the majority of states have not quite attained the growth needed to reach those levels.

In the southeastern region of the United States, state property tax revenues fell 4.3%. North Carolina and Tennessee are the only two states in the southeast without a state-level property tax. The data show the southeastern states growing 10.4 % in local property tax collections from 2008 to 2009, another illustration of the housing market lagging behind current economic trends. While property taxes across the country are seeing declines, fiscal year 2011 data show the southeastern region with total tax revenue growth of 5.0 % over 2010.

Sales tax collections were up 4.4%, just below the national average. Personal income tax collections enjoyed 8.9% growth. Tennessee, however, faired a bit better. Sales tax collections were up 6% in 2011 over 2010, growing faster than the southeastern average and the nation as a whole. Tennessee's collections came in very strong at the end of the calendar year. December 2011 collections totaled $965.7 million, growing 16.5% over December 2010. Franchise and excise tax collections are volatile and brought in an uncharacteristically large $105.8 million, 69.9% above December 2010, due to the timing of quarterly payments and audits. In particular, sales tax collections for the year so far are $163.8 million above last year to date.

Existing home sales fell 2.6% in March to a 4.48M unit rate. They were expected to rise 0.5%. The weather was almost certainly a factor, as home sales were boosted in January and February by dry, warm weather. Seasonal factors will make comparisons more difficult in future months.
The trend in home sales is still positive. Sales are up 32.2% from their recession low and 9.2% over March last year. Of course, sales will have to rise quite a bit more to recover to their pre-recession high of 7 million/year. At last year's rate of growth, they will get there in 2018, which gives an idea of the magnitude of the bubble. The median home price rose 2.5% year-on-year. It was the first year-on-year increase since November 2010. We expect prices will come under pressure again this summer as a foreclosure wave, just getting under way now, brings hundreds of thousands of homes to market. Once this wave passes, however, the bottom in prices should be in hand.

Local tax revenue growth is less promising than that of state revenues. Local revenues were strong through the recession, buoyed by the stability of the property tax. But local governments across the country are now feeling the effects of the downturn in the economy due largely to the decline in property tax revenue from falling property values. Property taxes are the main provider of local tax collections, making up as much as two-thirds of total local collections in most jurisdictions, and tend to have a lagged response time to declines in the economy compared to income, sales, and corporate tax revenues. Due to stagnant or falling housing prices, as well as weaknesses in other property categories, local collections across the states were down 1.0% in 2011.

There are bright spots on the horizon for Tennessee in several areas. The transportation equipment sector in Tennessee, severely battered by the Great Recession, is now growing again, benefiting

from new investments from Volkswagen, Nissan, and General Motors. For the second consecutive year, Tennessee took the top spot in the country in 2011 for Automotive Manufacturing Strength by *Business Facilities*, a national economic development publication. GM announced a plan to reopen the Spring Hill facility and plans to invest $61 million for the flexible operation, which is scheduled to begin production of the currently hot-selling Chevrolet Equinox in the second half of 2012. GM expects to build about 40,000 vehicles a year in its flexible operation and an estimated 700 jobs will be created. In addition, GM announced a second investment of $183 million for future midsize vehicles to be built at Spring Hill for the 2015 model year. This second investment is estimated to create nearly 1,200 jobs.

The automotive industry in Tennessee also received good news from Nissan last year with the selection of Decherd as the site to produce electric motors for the Nissan Leaf EV. When the new assembly line is completed, the plant will have capacity to produce about 200,000 battery modules and up to 150,000 electric motors annually for Nissan Leafs. The Leafs will also be built at the company's Smyrna plant. In January, Nissan announced that it had struck a deal with Mercedes Benz to produce as many as 250,000 engines at its Decherd plant, with production beginning in 2014. More good news came from Volkswagen, the latest carmaker to move to Tennessee, with expectations for production of as many as 150,000 vehicles per year at its newly-built plant in Chattanooga. The opening of the 2-million-square-foot facility in May 2011 marked the return of the German carmaker 23 years after it closed its last U.S. production plant in Pennsylvania. At full employment, the facility will employ directly about 2,000 people.

In addition to the jobs directly created by the state's premier manufacturers and assemblers, the revival of the automotive industry in Tennessee also benefits the state in terms of opportunities for automotive suppliers that manufacture the myriad of components that go into each vehicle. The automotive industry is believed to have one of the highest economic multiplier effects in the manufacturing sector, i.e., the number of jobs created outside the plant relative to those created inside the plant. Volkswagen's facility is estimated to generate 11,000 indirect positions at local suppliers and other businesses that depend directly and indirectly on the plant. The state now has four assembly plants and nearly 1,000 major automotive suppliers. Williamson County is particularly well situated to benefit from the proximity of these facilities.

Another positive for the state economy is the deal reached with Amazon to collect sales tax on goods it ships to its customers in the state starting January 1, 2014. During the last two decades, ecommerce has become more popular, and the volume of remote sales has dramatically increased. Ecommerce sales have grown from $926.0 billion in 1999 to $2.7 trillion in 2009. Ecommerce as a share of total sales in the U.S. has increased from 9.8 % to 23.2 % over the same period. More importantly, this trend is expected to continue as new technologies emerge. Plus, younger generations are more technology-oriented than older generations. As a result, states will lose increasing amounts of sales tax revenue due to non-collection of sales tax on ecommerce transactions. A recent study projected the revenue loss by all states and local governments to reach $11.4 billion by 2012. For Tennessee, the estimated state and local sales tax revenue loss is estimated to increase from $250 million in 2009 to $410 billion in 2012. In the near term, the agreement with Amazon will provide for tax collection in the future along with securing many new jobs for the state. The new distribution facilities are estimated to add 2,000 new positions to the existing 1,500 Amazon jobs in Tennessee.

There are numerous challenges that our economy faces in the upcoming years. First and foremost is the struggle of the housing industry to regain its footing. According to the S&P Case-Shiller index, residential property values have further to fall. Since the peak in 2006, property values have fallen 36%. Over the past year, property values in 20 cities fell 3.8%. Most recently, the National Association of Realtors reported home sales were up 11.4%, but the median sales price was down 4.7%. A survey done by the Dow Jones Newswires reported economists expecting home sales to fall another 2.2% in 2012. Goldman Sachs analysts expect the Case-Shiller home price index to fall another 2.5% before we hit rock bottom, 3.5% just in the second half of 2012 for 20 metropolitan areas. National totals of state and local property tax revenue reflect the housing price declines and weaknesses in other property categories.

Building permits issued for single family housing are starting to perform well on a year-over-year basis. In the mid-state area, January 2012 showed 1,102 permits issued on a seasonally adjusted basis compared to 844 permits in January 2011. February had 1,121 in 2012 versus 867 in 2011. The moving average, however, is leveling off after months of growth, most likely as a result of the inventory of current homes that are in the foreclosure process or waiting to come on the market. The fear of a flood of available existing homes in the housing inventory may be stalling the construction process.

Another potential issue is the return of inflation. The excessive use to monetary easing by the Federal Reserve is raising the fear of inflation, although numerous economists do not see this fear coming through in the economic statistics. Both the consumer price index and the construction cost index have shown less than 3% growth in pricing over the last twelve months. For local governments, even this slow rate of inflation has serious effects given the falloff in revenues over the last five years. Stagnant property tax receipts afford cities little chance of maintaining service levels, given the erosion of purchasing power due to inflation and lower revenues. Each ensuing year compounds the problem.

A big part of the inflation concern revolves around commodity prices. In particular, the price of oil is a triple threat to local governments. Nationwide statistics show that a $10 increase in the price of a barrel of oil results in 0.5% decline in personal income. When oil approaches $100 per barrel, a significant amount of income is diverted from consumer purchases that would otherwise result in sales tax collection for local government. (In Tennessee, unlike some other states, there is no sales tax on gasoline products.) On the expenditure side, fuel prices for police cars, fire trucks, and solid waste and utility vehicles exceed budgeted amounts. Other products derived from oil, like asphalt used in street resurfacing programs, are directly affected. Additionally, the cost also rises for unrelated products and services as a result of transportation cost increases and fuel surcharges.

The biggest concerns about local government revenue revolve around three issues: 1) continued erosion of sales tax by tax avoidance, ecommerce sales, exemptions to the sales tax, and slower growth in personal discretionary income; 2) the increasing unpopularity of government and the fact that no one wants to see their individual taxes increase, despite inflation, loss of purchasing power or population growth; 3) property tax mythology.

The most vexing of these is the existing myth that Tennessee cities and counties continually receive a windfall in property tax collections as the value of real estate goes up. In Tennessee, tax equalization law prevents such an occurrence without specific action and full public notice from

the local government body. The chart on page 55 shows how the City of Franklin has reacted over the last twenty-five years to increases in property values due to reappraisal. Despite the assessed valuation increasing by 2,808%, total property taxes billed to citizens increased by 492%, with much of the increase resulting from non-residential properties. Franklin has chosen *not* to increase tax rates, lowering rates in 1995, 2002, 2006 and 2011 to account for the increase in values resulting from reappraisal. The City also lowered rates in 1992, 1994 and 1996, when there was no reappraisal.

As is always the case, the path of progress for the state economy will hinge largely on the performance of the national economy in the quarters ahead. Expectations of respectable growth for the U.S. economy should help pull the Tennessee economy further out of the deep ruts of the Great Recession. Economists expect 2012 and 2013 to be the strongest years of growth in several years by many measures of economic activity, including employment.

The near-term outlook for the Tennessee economy extending to the first quarter of 2014 is expected to see growth that is quite similar to the outlook for the nation. Nonfarm employment in Tennessee is expected to be up 1.3 % in 2012 and 1.6 % in 2013. Nominal personal income should grow 4.7 % this year, improving to 4.9 % growth in the following year. After averaging 9.6 % in 2011, expect the unemployment rate to dip to 8.4 % in 2013.

Recently, the *Economist* magazine contained a special section titled the "Third Industrial Revolution." The core of the article was to highlight the changing dynamics of manufacturing from a manual to a digital framework. As a State with substantial investment in manufacturing, Tennessee looks to benefit from this new "revolution." Manufacturing will experience additional job gains in 2012 and 2013, with employment advancing at 1.5 and 1.2 % rates. Strong growth in durable goods manufacturing will swamp continued job losses in the nondurable goods sector. The transportation equipment sector will see the strongest rates of growth, buoyed by new investments in Tennessee and resurgence in automobile sales. Stronger-than-projected growth in light vehicle sales for the nation would translate into still stronger rates of job growth in Tennessee. If the projections come to fruition, this will be the first time since the 1990s that manufacturing will be able to engineer three consecutive years of employment gains.

Nominal personal income should advance 4.7 % in 2012 and 4.9 % in 2013. Wage and salary income will be up 3.9 % and 4.4 % in 2012 and 2013, benefiting from a combination of healthy job growth and respectable growth in the nominal average wage. Proprietors' income will be up 5.6 % this year followed by 6.0 % growth next year. Per capita personal income will be up nearly 4.0 % in 2012 and show 4.2 % growth in 2013. Taxable sales are projected to continue to rise at fairly robust rates in response to improving job prospects, higher incomes, stronger automobile sales and a modest rebound in the residential housing market.

Sources: UT Center for Business Research; MTSU; State Funding Board; St Louis Federal Reserve; First Tennessee Financial research

City of Franklin
Revenue Forecast

The City of Franklin has a broad economic base encompassing multiple revenue sources. These revenue streams fund various programs and projects as approved by the Board of Mayor and Aldermen. The City is blessed with a diverse and growing business base. Consistently high growth from business activity has historically been the primary driver to many of our revenue streams.

The forecast for the near term continues to improve in most areas, but is not as positive as in prior years for the housing and construction sectors. A general slowing of the economy, increased gas prices, increased retail choices in nearby communities, and significant build out of the Cool Springs area has resulted in a decline in the rate of revenue growth that is not expected to be offset in the short term by general population increases. Last budget year we projected a rebound. That has come to pass and we anticipate continued growth in most of the revenue sources in FY 2013 as financial markets rebound.

Our revenue streams are primarily derived from business activity and growth, as well as rates charged for services. Some capability exists to modify rates and fees to change the resultant revenues on business services provided by City departments. Our projections assume some modest changes in rates for services to better reflect the true cost of providing the service.

General Fund

The **General Fund** obtains revenue primarily from sales tax, property tax, business tax, state shared revenue, taxes on the sale of alcohol, building permits, court fees, the Hall income tax and miscellaneous user service fees. As noted above, general business activity drives the revenue for this fund.

Local Sales Tax is the City's primary revenue source. Almost half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.25% local sales tax, which is below the 2.75% allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District. Significant erosion in collections occurred in starting in 2008 thru the first half of 2010 due to the national economic situation, increased gas prices and increased competition from alternative shopping options in surrounding cities. However, we started seeing a rebound midway thru FY 2010 and have now seen 2 ½ years of revenues that have exceeded the previous year's level. This continuous steady improvement has been most heartening.

Property Tax comes from Residential/Farm properties and Commercial/Industrial properties. Although this revenue will continue to grow in FY 2013 reflecting the completion of commercial buildings and construction of residences, the City has felt the impact of lower revenue after last year's reappraisal. The property tax rate has not been increased for twenty-six (26) consecutive fiscal years and we expect to continue that for another year.

Intergovernmental Revenues derived from State-shared taxes always face an uncertain path due to pressures in funding State services. The General Assembly reduced shared taxes to

cities and used these funds when the State faced significant revenue shortfalls earlier this decade. During the current economic downturn, the State has shown resolve to leave these state-shared revenues for city and county use This budget assumes no major shift in local funding levels.

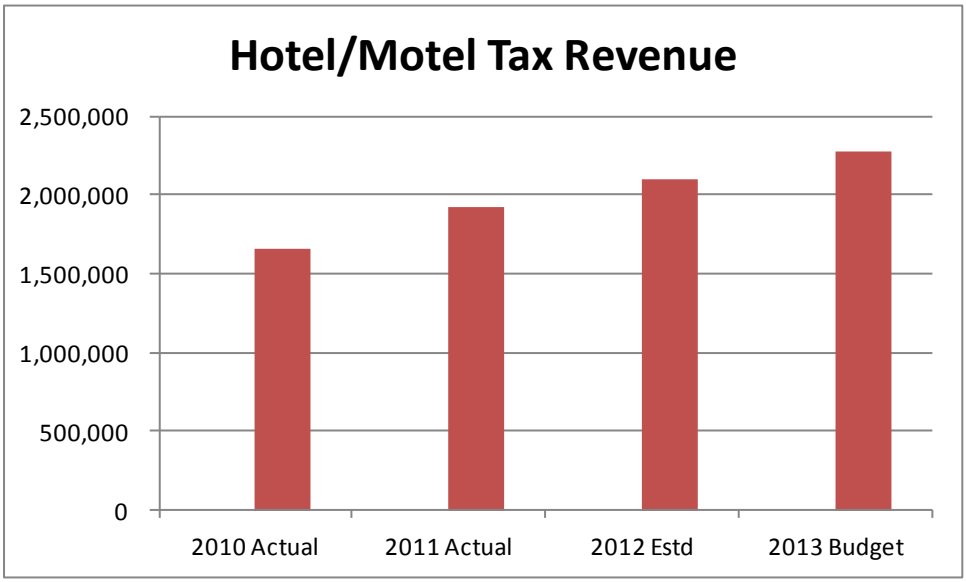
Special Revenue funds

Some activities are funded from dedicated sources, including the hotel/motel tax, solid waste fees, road impact fees, and facilities tax.

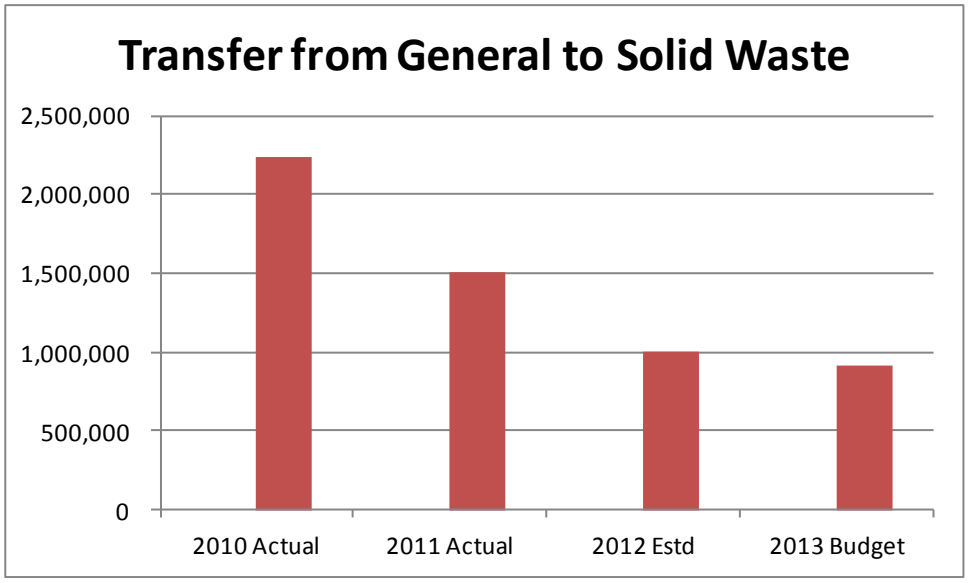
Hotel/Motel Tax funds debt payments on the Conference Center and park expansions (Harlinsdale and Eastern Flank). This revenue is a tax on the gross receipts of hotels. Revenue growth has been strong as Franklin has benefited greatly from convention trade, business travelers and visitors but has flattened recently due to the decline in travel.

Although new hotels have opened their doors and new ones are being completed, annual growth has slowed as occupancy has been impacted by the national downturn in the economy. Currently, we have over 2,000 rooms available in the City. As indicated last year, the additional rooms have allowed total revenues to remain grow. We projected revenue to rebound the middle of 2010 and that occurred.

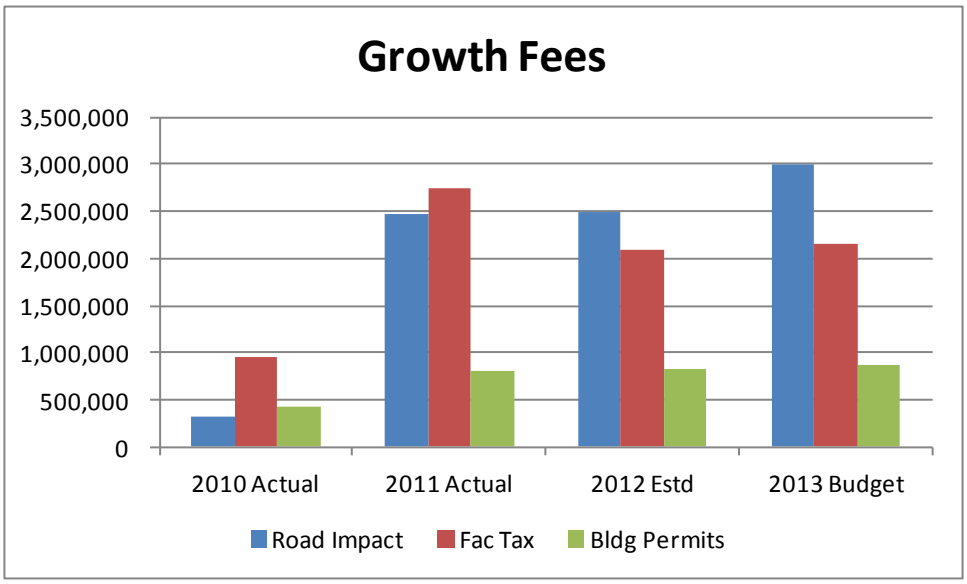
This tax is currently 4% and has legislative authority to be raised to 5%. In FY 2005 the rate was increased from 2% to 4% in order to fund the park and open space projects.



Solid Waste is one of the many services provided to the citizens of Franklin. Residential service is mandatory for detached housing units and billed to each customer monthly. Current service rates do not cover the full cost of providing this service. The General Fund subsidizes residential solid waste trash service by allocating funds each year to fund the difference in revenue generated and the expense of operating the service. In FY 2013, the subsidy from the General Fund drops considerably and is projected to be under $1 million.



Growth funds come from impact fees for the development of new commercial and residential buildings in the city. The City has not been immune from the overall decline in the state and national economy, and has experienced a slowdown in fees to initiate new developments in both the residential and commercial sectors. Fees are set to cover anticipated additions to support growth as reflected in the CIP.



Debt Capacity & Debt Service Levels

In FY 2009-10, the City completed $44 million in borrowings. Even with this amount, there is a need for additional borrowing for the approved capital projects included in Appendix B.

The City of Franklin's bond rating by both Moody's Investor Services and Standard & Poor's is Aaa (triple A), the highest rating possible. The City of Franklin is one of only three Tennessee cities with the triple A rating (Brentwood and Germantown are the other two).

The State of Tennessee does not mandate a debt limit for municipalities and the City has no debt limit in place at this time. In 2009, the City adopted a debt policy that provides guidelines on the amount of debt capacity the City will have based on a series of debt ratios that are regularly produced and reviewed by the rating agencies. Those ratios are debt per capita, debt burden, and debt service as a percentage of General fund expenditures. The City's approved debt policy is included in this budget document in Appendix F.

City of Franklin

Debt Service

In 2010, the City created a fund for accumulation or resources and the payment of debt service. A portion of the total property tax rate is allocated for debt service; however, the actual portion to be paid by property tax depends on the projects approved. Depending on the project's purpose, additional debt service payments are expected to be paid by the Hotel/Motel Tax Fund, the Road Impact Fund, the Facilities Tax Fund, and the Solid Waste Fund.

GOVERNMENTAL FUNDS

	BOND INFORMATION					2013 DEBT SERVICE			DEBT SERVICE PAID BY				
	Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2013 Principal	2013 Interest	Total 2013 Principal + Interest)	General Fund	Solid Waste Fund	Road Impact Fund	Hotel/Motel Tax Fund	Total
1	2002 Refunding	Used to retire bonds previously issued in 1996 for the Conference Center	2013	$4,550,000	$540,000	$540,000	$12,150	$552,150				$552,150	$552,150
2	2002 TN Municipal Bond Fund	Used to construct the Century Court Public Works facilities	2017	$5,000,000	$2,057,000	$385,000	$10,491	$395,491		$395,491			$395,491
3	2003 TN Municipal Bond Fund	Used to construct Century Court	2018	$2,000,000	$964,000	$149,000	$4,916	$153,916		$153,916			$153,916
4	2004 Refunding	Used to retire bonds previously issued in 2000 for 2nd Ave Parking Garage and in 1998 for road projects	2015	$7,770,000	$2,290,000	$915,000	$63,531	$978,531	$440,339		$538,192		$978,531
5	2005 TN Bond Fund	Used for WI-FI communications project	2017	$4,500,000	$2,490,000	$440,000	$12,699	$452,699	$452,699				$452,699
6	2005 Lawrenceburg PBA	Used for 1/2 of purchase price of Battlefield Park property ($2.5m) and r.o.w. for McEwen ($2m)	2021	$4,500,000	$3,000,000	$285,000	$106,402	$391,402			$176,131	$215,271	$391,402
7	2007 Franklin Building Authority	Used for several projects including public safety building, parks, and road projects	2037	$20,000,000	$20,000,000	$0	$798,000	$798,000	$454,860		$343,140		$798,000
8	2009 TMBF	Used for several projects including public safety building, parks, and road projects	2029	$25,000,000	$22,500,000	$909,000	$114,750	$1,023,750	$419,738		$522,113	$81,900	$1,023,750
9	2009A&B	Used for several projects including public safety building, parks, and road projects	2029	$44,000,000	$40,580,000	$1,895,000	$1,808,800	$3,703,800	$2,407,470		$1,281,515	$14,815	$3,703,800
10	2010 New Bonds	To be used for Hillsboro Rd (arterial), 3rd Ave N Ext (collector), and Columbia Ave Streetscape (hotel/motel portion)	2030	$15,725,000	$15,725,000	$0	$795,729	$795,729	$198,932		$318,292	$278,505	$795,729
11	2010 New Bonds	Used to refund 2005 TN Loans and Harlinsdale bonds	2024	$16,590,000	$15,310,000	$1,070,000	$477,063	$1,547,063	$974,650			$572,413	$1,547,063
		Government Funds Totals		**$149,635,000**	**$125,456,000**	**$6,588,000**	**$4,204,531**	**$10,792,531**	**$5,348,687**	**$549,407**	**$3,179,382**	**$1,715,054**	**$10,792,531**
	Plus Debt Fees							$133,864	$100,000	$10,400	$20,423	$3,041	$133,864
								$10,926,395	**$5,448,687**	**$559,807**	**$3,199,805**	**$1,718,095**	**$10,926,395**

GENERAL FUND BUDGET

General Fund Revenue

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
31100	Property Taxes	8,062,817	6,438,848	6,692,517	6,572,049	6,732,285
31110	City Tax Relief	(6,875)	(6,735)	(6,750)	(7,000)	(7,000)
31120	Interest & Penalty Collected	45,858	51,707	45,000	50,000	50,000
31200	In Lieu of Tax (Local)	388,180	341,652	347,000	356,812	362,364
31300	Local Sales Tax	20,969,821	22,720,666	23,353,466	24,040,596	25,242,600
31400	Beer Tax	1,339,821	1,421,683	1,412,000	1,486,000	1,546,000
31410	Beer Privilege Tax	18,427	19,918	23,800	21,000	21,000
31420	Wholesale Liquor Tax	810,970	854,254	910,500	918,000	976,700
31430	Liquor Privelege Tax	65,005	72,005	72,000	75,000	80,000
31440	Mixed Drink Tax	449,269	497,573	487,500	535,000	570,000
31500	Business Taxes	2,619,428	8,302	10,000	15,000	15,000
31600	Facilities Taxes	1,011,027	481,504	0	0	0
	TOTAL LOCAL TAXES	**35,773,748**	**32,901,377**	**33,347,033**	**34,062,457**	**35,588,949**
32100	Mechanical Licenses	6,800	5,200	6,000	6,000	6,180
32110	Mechanical Permits	74,420	105,506	102,000	145,000	152,000
32120	Building Permits	430,901	820,111	730,000	830,000	875,000
32140	Plumbing License	4,950	4,169	4,700	4,700	4,840
32150	Plumbing Permits	56,842	102,788	91,600	125,000	128,750
32160	Electrical Inspections	136,129	186,224	180,000	375,000	390,000
32170	Plans Review Fees	42,809	66,869	67,000	67,000	69,010
32171	Consultant Fees	3,513	11,054	9,000	9,000	9,270
32172	Reinspection Fees	2,300	3,920	3,800	7,000	7,200
32173	Sign Permits	7,364	9,459	9,300	9,300	9,580
32174	Cafe Fees	795	0	0	200	200
32175	Grass Cutting	1,000	0	0	0	0
32180	Tree Cutting Permits	50	25	100	100	100
32190	Grading Permits	2,300	3,400	2,600	2,600	2,680
32200	Rezoning Fees	2,050	2,500	2,800	2,800	2,880
32210	Site Plan Fees	18,260	37,860	39,300	39,300	40,480
32220	Plat Submittal Fees	9,980	16,400	16,000	16,000	16,480
32230	Misc Planning Fees	11,122	16,945	20,200	20,000	20,810
32300	Beer Permits	14,250	14,500	15,000	15,000	15,000
32400	Yard Sale Permits	9,755	8,800	6,200	9,000	9,500
32450	Business License (local license)	0	261,720	260,000	275,000	285,000
32500	Alarm Permits	22,460	21,874	21,000	21,000	21,630
32600	Miscellaneous Permits	4,600	1,700	5,000	5,000	5,150
32700	Franchise Fees	2,074,032	2,030,529	2,295,000	2,130,000	2,187,400
	TOTAL LICENSES & PERMITS	**2,936,932**	**3,731,553**	**3,886,600**	**4,114,000**	**4,259,140**
33100	Admin Services to Water/Sewer	1,373,311	1,512,063	1,823,176	1,823,176	1,953,079
33102	Admin Services to Stormwater	145,000	252,010	150,144	150,144	160,842
33103	Admin Services to Solid Waste	0	252,010	171,593	171,593	183,819
33200	Income Tax (State)	559,388	1,228,236	1,200,000	1,210,000	1,246,000
33210	Sales Tax (State)	3,600,721	3,767,317	3,900,000	4,150,000	4,375,000
33230	Beer Tax (State)	27,860	29,329	30,000	35,000	36,000
33240	Bank Excise Tax (State)	55,176	13,498	55,000	15,259	25,000
33250	TVA in lieu of (State)	618,580	632,821	660,000	722,000	758,100
33255	Increase in State Shared Taxes	0	0	250,000	0	0
33270	Business Tax (from State)	0	2,518,958	2,485,000	2,500,000	2,575,000
33350	FEMA/TEMA Grants	0	353,073	500,000	888,232	1,004,780
33360	Emergency Shelter Grants	25,944	34,756	34,033	21,000	35,050

General Fund Revenue (continued)

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
33400	Police Equipment Grants (Federal)	0	11,271	0	0	0
33410	Ballistic Vests (Federal)	0	4,400	0	5,500	0
33420	Highway Safety Grant	0	2,208	0	0	0
33450	Governor's Highway Safety Grant	18,971	0	0	0	0
33540	Traffic Operations Center Grants	412,424	145,754	1,680,000	72,000	864,000
33650	Special Event Grant Recoveries	0	0	40,000	40,000	40,000
33700	Preservation Plan Grants (Federal)	0	20,000	0	0	0
33710	Battlefield Acquisition Grants	0	517,000	0	103,000	0
33800	Parks Grants	0	0	45,000	0	252,602
33820	Tree Commission Lecture Grant	1,500	0	0	0	0
33900	Big Read Grant	0	52,424	0	0	0
33920	TN Dept of Agriculture Grant	16,376	2,855	0	0	0
33951	Federal ARRA # 1 - Dept of Justice	0	33,723	0	0	0
33952	Federal ARRA # 2 - Dept of Energy	22,062	560,116	31,570	11,522	0
33955	Federal ARRA - TOC	123,000	499,656	200,000	444,115	0
33999	In-Kind Grant Contributions	0	1,614	0	0	0
	TOTAL INTERGOVERNMENTAL	7,000,313	12,445,093	13,255,516	12,362,541	13,509,272
34105	Regional Fire Training	300	1,000	0	1,000	1,000
34110	Maps Sold	2,170	1,717	1,000	1,000	1,000
34120	Plans Sold	0	3,775	0	200	200
34200	Accident Reports	33,526	35,470	40,000	10,000	10,000
34210	Fingerprinting Fees	895	1,480	1,500	1,500	1,550
34220	Offender Registry	1,635	2,100	1,500	1,500	1,550
34230	License Seizure Fees	0	865	1,000	1,000	1,030
34235	Citizens Police Academy	1,625	0	1,000	1,000	1,030
34240	Background Checks	0	0	1,000	1,000	1,030
34250	3rd Party Billable Overtime	10,005	0	0	0	0
34251	Police Extra Duty	0	15,432	0	50,000	50,000
34260	Compost Vouchers	0	940	0	5,000	5,000
34700	Charge Station Fees	0	0	0	200	200
	TOTAL CHARGES FOR SERVICES	50,156	62,779	47,000	73,400	73,590
35120	City Court Fines	986,017	714,013	895,000	874,000	910,000
35125	Delinquent Court Fees & Fines	0	0	25,000	0	25,000
35130	General Sessions Fines	65,833	67,107	65,000	65,000	66,950
35140	Parking Fines	48,728	17,295	25,000	13,500	15,000
35300	Beer Board Violations	0	0	0	9,500	0
35310	Bldg & Street Stds Board	0	250	0	500	500
35400	Business Tax Recording Fees	18,812	3,149	2,500	3,000	3,000
35600	Tree Bank Fees	50,302	5,730	0	1,000	1,000
	TOTAL FINES & FEES	1,169,692	807,544	1,012,500	966,500	1,021,450
36100	Interest Income	511,380	415,422	500,000	345,880	356,260
36400	Rebates on Purchases	25,511	29,572	25,000	25,000	25,750
36500	Rent - City Hall & Others	21,001	2,116	1	1	1
36600	Park Concessions	26,081	27,769	25,000	40,000	41,200
36800	Sale of Surplus Assets	21,389	66,781	100,000	100,000	103,000
	TOTAL USE OF MONEY & PROPERTY	605,362	541,660	650,001	510,881	526,211
37300	Insurance Reimbursements	75,000	110,404	0	0	0
37900	Miscellaneous Other Revenue	89,308	101,290	100,000	100,000	100,000
	TOTAL OTHER REVENUE	164,308	211,694	100,000	100,000	100,000
	TOTAL CURRENT YEAR REVENUE	47,700,511	50,701,700	52,298,650	52,189,779	55,078,612
	Capital Allocation from Fund Balance	2,848,420	952,607	1,105,926	0	0
	TOTAL GENERAL FUND REVENUE	50,548,931	51,654,307	53,404,576	52,189,779	55,078,612

General Fund Major Revenue Sources

The chart below shows the 10 major revenue sources in the General Fund.

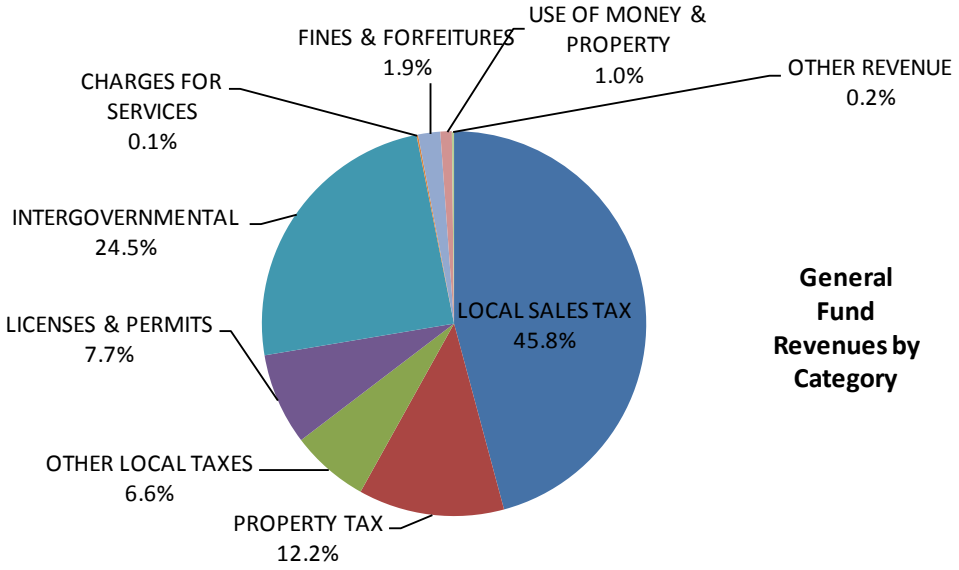
Rank	Revenue Source	Description	2010 Actual	2011 Actual	2012 Estd	2013 Budget
1	**Local Sales Tax**	Approved locally at 2.25%. Can be changed locally to 2.75%.	$20,969,821	$22,720,666	$24,040,596	$25,242,600
2	**State Shared Taxes**	State shares revenue based on SITUS or population. Beginning In FY 2011, this includes business taxes collected by the state.	$4,861,725	$8,190,159	$8,632,259	$9,015,100
3	**Property Tax (less City Tax Relief plus Interest & Penalty plus In Lieu of Tax)**	Approved locally at .3765 cents per $100 of assessed value. Beginning in 2009-10, a portion of this revenue is split with the debt service fund.	$8,489,980	$6,825,472	$6,971,861	$7,137,649
4	**Alcohol Taxes (Local)**	Locally collected taxes on the sale and consumption of alcohol. Has shown steady increase in recent years. Tax rate is established by the State.	$2,683,492	$2,865,433	$3,035,000	$3,193,700
5	**Administrative Fees from Other Funds**	Fees paid from City's Water/Wastewater, Solid Waste, & Stormwater funds for administrative services provided by Revenue Management and other administrative departments in General Fund.	$1,518,311	$2,016,083	$2,144,913	$2,297,740
6	**Grants**	Grant funds including improvements to Traffic Operations Center and Hazard Mitigation Program	$620,277	$2,238,851	$1,585,369	$2,196,432
7	**Franchise Fees**	Fees paid to the City for the privilege of operating in the City and is based on gross revenues and percent established by contract. Includes Atmos, Comcast, and Piedmont.	$2,074,032	$2,030,529	$2,130,000	$2,187,400
8	**Licenses & Permits (other than Franchise Fees)**	Fees paid as established by ordinance for construction of strucutures inside the City.	$862,900	$1,701,024	$1,984,000	$2,071,740
9	**Fines & Forfeitures**	Court fees and fines for violations of ordinances. Fees are limited by State law.	$1,169,692	$807,544	$966,500	$1,021,450
10	**Use of Money & Property**	Beginning in 2009-10, costs from City departments for maintenance of city vehicles.	$605,362	$541,660	$510,881	$526,211
		Total	**$43,855,592**	**$49,937,421**	**$52,001,379**	**$54,890,022**
		Percent of Total General Fund Revenue	**91.9%**	**98.5%**	**99.6%**	**99.7%**

City of Franklin

General Fund

Revenue by Source

Fiscal Year 2012-2013



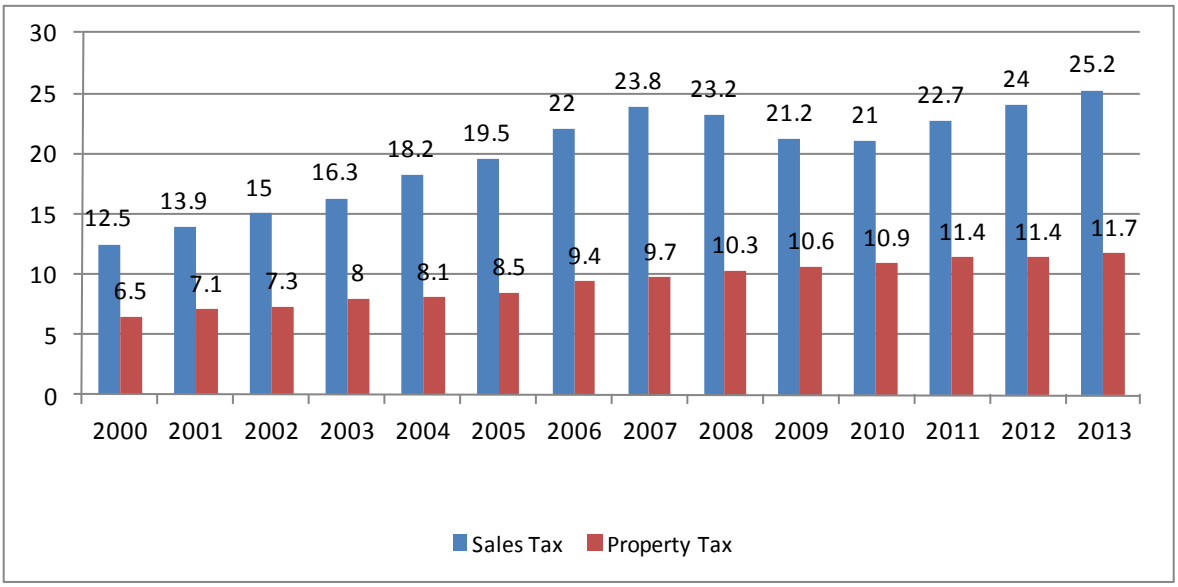
City of Franklin

Local Sales Tax / Property Tax Trends by Fiscal Year

This chart illustrates the recent history of the City's most significant revenue sources in the General Fund, the local sales tax and its property tax. (Note: For property tax in 2013, the $12.6 million is split $6.7 million in the General Fund, $5.0 million in the Debt Service Fund, $825,000 due to the Industrial Development Board).

Local Sales Tax is the most significant revenue source for the City. The local sales tax rate is 2.25%. The City receives half of the tax amount if the sale occurs inside the City (with the County receiving the other half). Local sales tax applies only to the first $1,600 of a single article purchase of tangible personal property.

Property Tax is one of primary sources of revenue for the City. This revenue comes from Residential/Farm properties and Commercial/Industrial properties. Reassessments occur every five years with the last one being reflected in the bills issued back in October 2011.



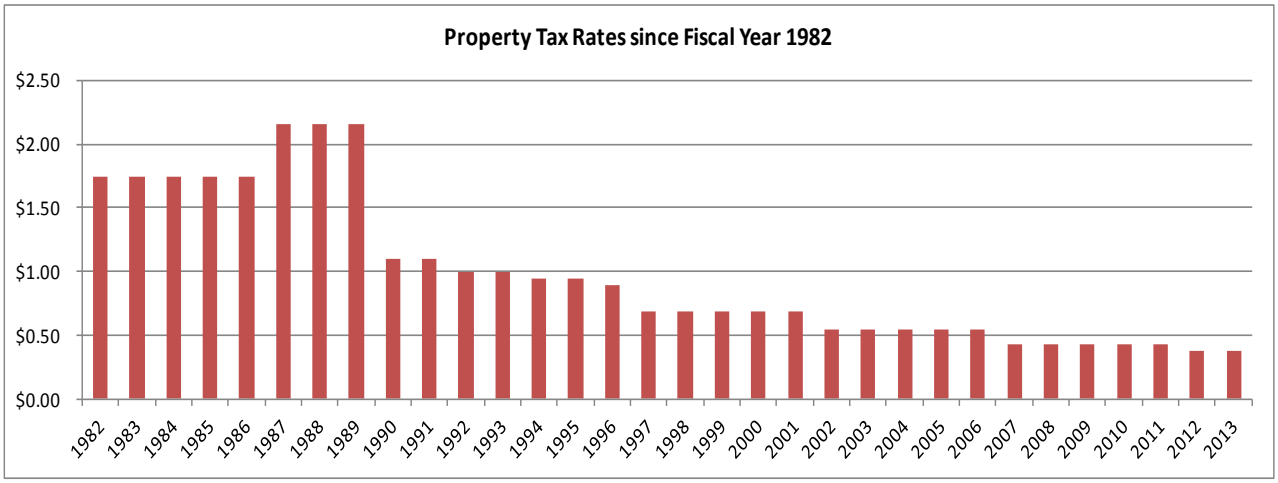
City of Franklin

Property Tax Rate Summary

As required every five (5) years, Williamson County completed a reappraisal of property tax values last year. The certified tax rate law requires local governments to reexamine property tax rates after a reappraisal to make sure higher taxable values do not automatically result in a tax increase. The law requires local governments to conduct public hearings before adopting a property tax rate that generates more taxes overall in a reappraisal year than were billed the year before at the previous year's lower values.

The certified tax rate is 37.65 cents per $100 of assessed value.

Fiscal Year	Rate	Increase / (Decrease)	Consecutive Fiscal Years
1982	$1.7500	---	
1983	$1.7500	$0.0000	
1984	$1.7500	$0.0000	
1985	$1.7500	$0.0000	
1986	$1.7500	$0.0000	
1987	$2.1500	$0.4000	0
1988	$2.1500	$0.0000	1
1989	$2.1500	$0.0000	2
1990	$1.1000	($1.0500)	3
1991	$1.1000	$0.0000	4
1992	$0.9900	($0.1100)	5
1993	$0.9900	$0.0000	6
1994	$0.9400	($0.0500)	7
1995	$0.9400	$0.0000	8
1996	$0.8900	($0.0500)	9
1997	$0.6900	($0.2000)	10
1998	$0.6900	$0.0000	11
1999	$0.6900	$0.0000	12
2000	$0.6900	$0.0000	13
2001	$0.6900	$0.0000	14
2002	$0.5500	($0.1400)	15
2003	$0.5500	$0.0000	16
2004	$0.5500	$0.0000	17
2005	$0.5500	$0.0000	18
2006	$0.5500	$0.0000	19
2007	$0.4340	($0.1160)	20
2008	$0.4340	$0.0000	21
2009	$0.4340	$0.0000	22
2010	$0.4340	$0.0000	23
2011	$0.4340	$0.0000	24
2012	$0.3765	($0.0575)	25
2013	$0.3765	$0.0000	26



City of Franklin

General Fund Expenditures by Department

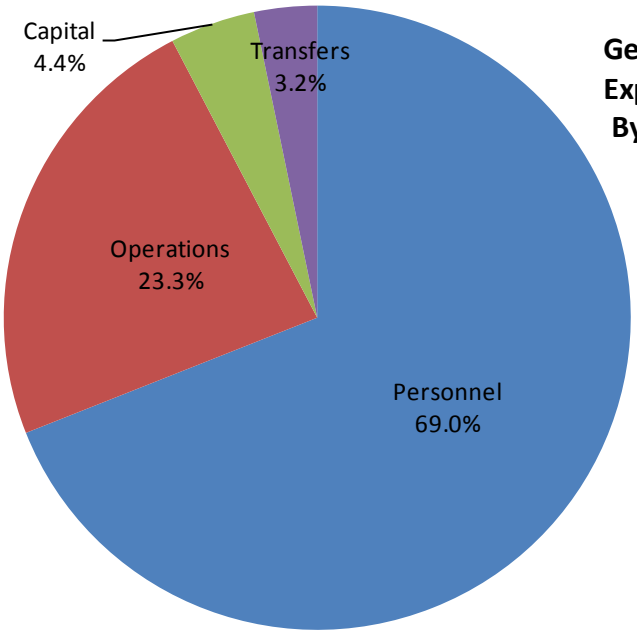
Fiscal Year 2012 – 2013

Department	Personnel	Operations	Capital	Transfers	Total
Elected Officials	145,157	38,188	0	0	183,345
Administration	461,728	137,802	0	0	599,530
Capital Investment Planning	184,429	28,927	0	0	213,356
Project & Facilities Management	371,948	396,429	50,000	0	818,377
Human Resources	760,790	390,691	100,000	0	1,251,481
Law	259,709	135,643	0	0	395,352
Communications	287,386	84,542	0	0	371,928
Parks	1,923,974	825,225	454,203	0	3,203,402
Police	10,860,195	2,563,020	0	0	13,423,215
Fire	11,075,224	1,600,623	75,000	0	12,750,847
Finance	697,221	129,781	0	0	827,002
MIT	1,320,203	1,569,056	45,000	0	2,934,259
Purchasing	181,238	39,747	0	0	220,985
Revenue Management	939,705	427,218	0	0	1,366,923
Court	188,843	112,714	0	0	301,557
Building & Neighborhood Services	1,833,805	1,280,640	0	0	3,114,445
Planning & Sustainability	1,149,061	112,299	0	0	1,261,360
Engineering	770,897	91,706	0	0	862,603
Traffic Operations Center	267,892	211,571	1,415,000	0	1,894,463
Streets-Maintenance	2,017,391	1,435,162	37,000	0	3,489,553
Streets - Traffic	563,075	434,247	226,000	0	1,223,322
Streets - Fleet Maintenance	465,472	110,602	0	0	576,074
General Expense	1,279,250	165,500	30,000	0	1,474,750
Appropriations	0	415,640	0	0	415,640
Economic Development	0	115,742	0	0	115,742
Transfer to Street Aid	0	0	0	409,262	409,262
Transfer to Solid Waste	0	0	0	916,747	916,747
Transfer to Transit	0	0	0	463,092	463,092
TOTAL	**38,004,593**	**12,852,715**	**2,432,203**	**1,789,101**	**55,078,612**

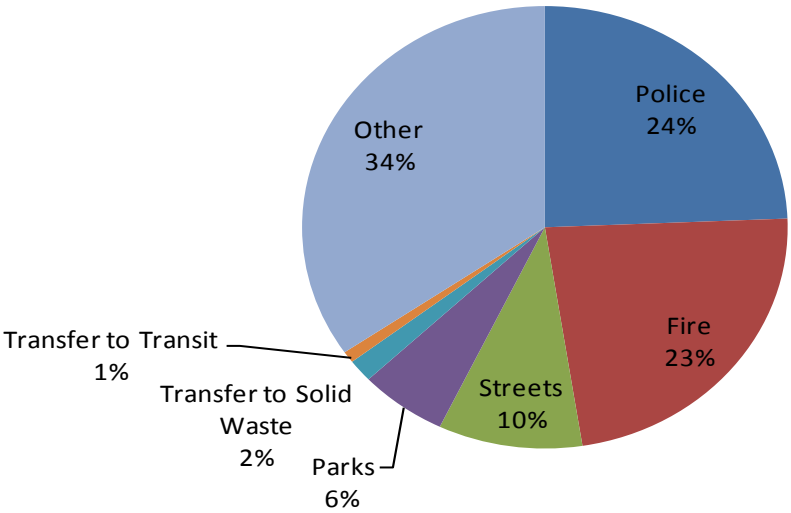
City of Franklin

General Fund Expenditures

By Category and Function
Fiscal Year 2012-13



General Fund Expenditures By Category



General Fund Expenditures By Function

City of Franklin

General Fund Summary

GENERAL FUND SUMMARY	Actual 2010	Actual 2011	Budget 2012	Estimated 2012	Budget 2013
Beginning Fund Balance	28,762,793	25,914,373	24,961,766	24,961,766	25,547,412
Total General Fund Revenue	47,700,511	50,701,700	52,298,650	52,189,779	55,078,612
Total General Fund Expenditures	50,548,931	51,654,307	53,404,576	51,604,133	55,078,612
Ending Fund Balance	25,914,373	24,961,766	23,855,840	25,547,412	25,547,412
*** Percent of Total Annual Revenues	54%	49%	46%	49%	46%
*** Percent of Total Annual Expenditures	51%	48%	45%	50%	46%

As proposed, fund balance equal to approximately 46% of annual expenditures is maintained at fiscal year-end 2012-13. This is in compliance with the Board's adopted reserve policy, which establishes a benchmark of 33%.

The general fund budget has total estimated revenue available of $55,078,612. In comparison to 2011-12 budgeted, estimated annual revenues for fiscal year 2012-13 are up 5.3%, and up 5.5% overall compared to the estimated actual revenue for the current fiscal year 2011-12. The local option sales tax continues to be the single largest source of revenue for the City, at 45.8% of the general fund total. For FY 2013, we project a growth rate over estimated FY 2012 of 5.0% for this revenue.

The local share of state taxes represents allocations of state sales and other taxes on a per capita basis, except for the state income tax on dividends and interest, which is shared on a point of collection basis. These state shared taxes represent 16.4% of estimated revenues.

Property tax is the next largest source of revenue representing 13.0% of the general fund total continues to grow at a healthy rate.

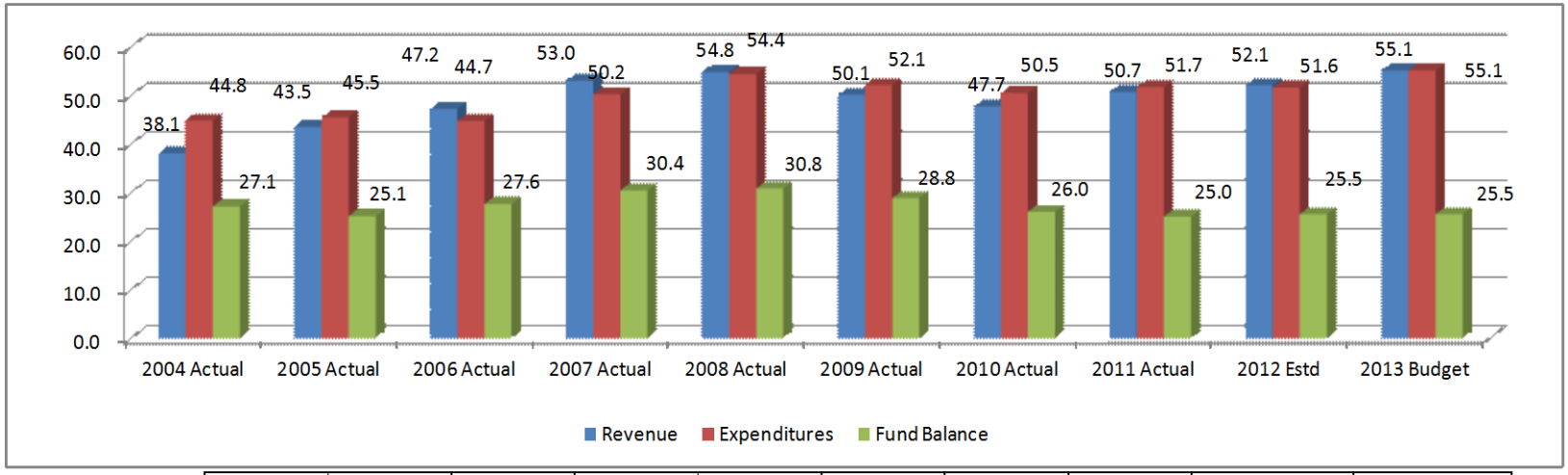
With the balance of revenues from all other sources, the City needs to continue to focus on opportunities and options for further diversification of our sources and types of revenue within the general fund. The dependence on one revenue source, the local sales tax, at a level of greater than 40% is a concern. Given the fact that sales tax is highly sensitive to fluctuations in the economy, it could impact the City's ability to maintain stability during tough economic times. The City is fortunate that it has ample reserves and has now put in place a strong reserve policy. The City's revenue structure is an issue for consideration by the Board as it plans beyond the immediate budget year.

Total estimated general fund expenditures are $55,078,612. Compared to fiscal year 2011-12, total expenditures for fiscal year 2012-13 are up approximately 6.7% compared to the estimated actual and up 3.1% compared to 2012's budget. Within the approved budget, 69.0% is dedicated to employee wages and benefits, 23.3% to operational costs, 4.4% to capital equipment, and 3.2% to transfers to other funds (street aid, solid waste operations, and transit).

City of Franklin

Financial Performance - General Fund

Fiscal Year 2011-2012



	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Estd	2013 Budget
Revenue	38.1	43.5	47.2	53.0	54.8	50.1	47.7	50.7	52.1	55.1
Expenditures	44.8	45.5	44.7	50.2	54.4	52.1	50.5	51.7	51.6	55.1
Fund Balance	27.1	25.1	27.6	30.4	30.8	28.8	26.0	25.0	25.5	25.5

Note: Amounts above are in millions of dollars.

HISTORIC
FRANKLIN
TENNESSEE

GOVERNANCE

&

MANAGEMENT

Governance & Management comprises the City's Elected Officials (the Board of Mayor and Aldermen) and its general Administration department that executes the policies and objectives of the Board. Under this operating unit are **Human Resources**, **Law**, **Communications**, **Capital Investment Planning**, **Project and Facilities Management, and Revenue Management**.

Recognitions and Awards:

- Named one of "America's Distinctive Destinations" by National Trust for Historic Preservation
- "Top Ten Best Small Towns" (*Southern Living Magazine*)
- Top 100 Places to Live by *Relocate America*
- Most Beautiful Town Finalist by Rand McNally/*USA Today*
- Top City in Tennessee to start a small business (and among the top 50 nationally) (*Business Week*)

2009 Distinctive Destination

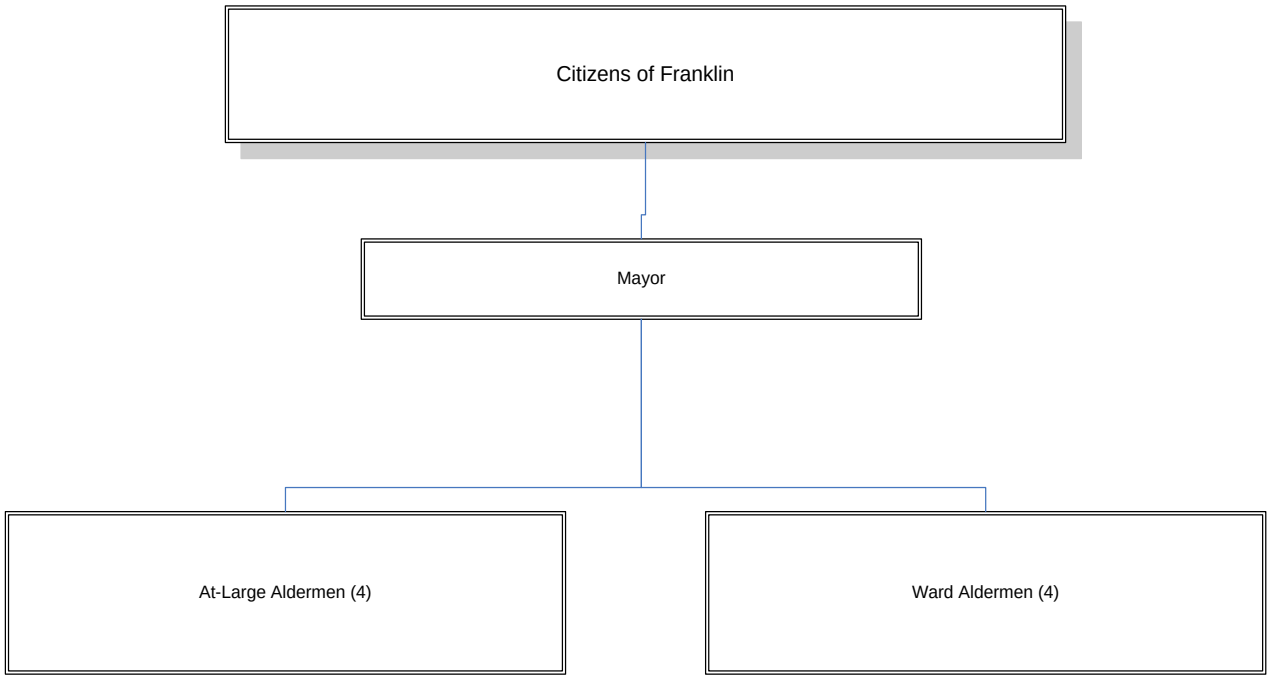
NATIONAL TRUST FOR HISTORIC PRESERVATION®

Elected Officials

Dr. Ken Moore, Mayor

The City of Franklin is governed by its elected officials, the Board of Mayor and Aldermen. The Board is comprised of the Mayor and eight Aldermen. Four Aldermen are elected from the four political divisions of the City called wards; four are elected at-large. This governing board is responsible for deciding on the city's policies and procedures by passing Resolutions, Ordinances and the Municipal Code, all of which are implemented by the various City Departments.

General Fund
Elected Officials



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Elected Officials
Personnel by Position

Position	FY 2012	FY 2013
Mayor	1	1
Alderman	8	8
	9	**9**

Note: This department includes only elected officials. The Recording Secretary for the Board is located under Administration.

Budget Notes/Objectives
Elected Officials

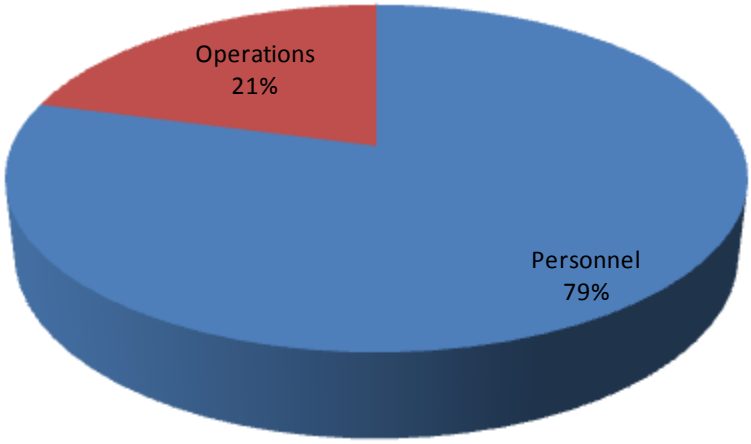
Personnel:
The November 2011 election filled the alderman-at-large vacancy created when Dr. Ken Moore became mayor from vice-mayor.

Operations:
Budgeted officials fees have been increased in 2013 to cover the Board's current monthly meeting schedule of one regular board meeting, at least one scheduled special meeting, and committee meetings. Operating costs are decreased by approximately $40,000 in 2013. This is primarily due to the costs budgeted for the city election in 2011.

Capital:
There are no capital costs budgeted in 2013.

General Fund
Elected Officials

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81200	Officials Fees	57,492	54,181	58,317	54,000	58,317
81400	Employee Benefits	76,697	66,049	75,627	78,130	86,840
TOTAL PERSONNEL		134,189	120,230	133,944	132,130	145,157
OPERATIONS						
82100	Transportation Services	19	0	200	200	210
82200	Operating Services	396	212	600	600	620
82300	Notices Subscriptions Publications	53,633	9,696	57,272	57,441	17,490
82400	Utilities	1,221	1,243	1,200	1,200	1,240
82800	Professional Development/Travel	935	494	10,000	1,100	10,300
83100	Office Supplies	3,083	4,594	6,328	3,100	6,530
83200	Operating Supplies	25	0	0	0	0
83300	Fuel & Mileage	0	22	0	100	0
83500	Machinery & Equipment (<$25,000)	0	0	1,500	0	1,550
85100	Property & Liability Costs	139	201	200	214	248
TOTAL OPERATIONS		59,451	16,462	77,300	63,955	38,188
TOTAL EXPENDITURES		**193,640**	**136,692**	**211,244**	**196,085**	**183,345**



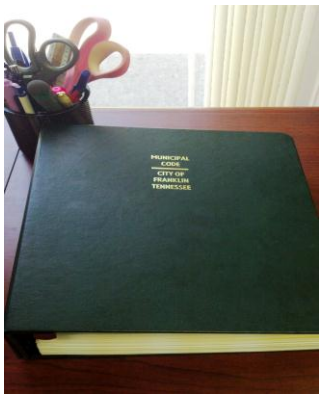
Administration

Eric S. Stuckey, City Administrator

The Administration Office handles the general administration of the City and executes the policies and objectives of the Board of Mayor and Aldermen.

Measurement/Goal	**FY10**	**FY11** *(7/1/10 thru 4/1511)*	**FY12** (7/1/11 thru 3/13/11)
Number of Agenda Packets reviewed	46	53	33
Number of Sets of Minutes Produced	114	88	73
Number of Resolutions Passed	69	48	33
Number of Ordinances Passed	69	46	26
Number of documents scanned into OnBase:			
Resolutions Current Proofing Prior Year Scans	69	46	 33 23
Ordinances Current Proofing Prior Year Scans	69	53	 26 75
Sets of Minutes Current Proofing Prior Year Scans	69	77	 61 3
Goal: Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date.			
Percentage of time target met	70%	85%	85%
Percent of BOMA Meetings with Perfect Attendance	64%	50%	50%

Sustainable Franklin



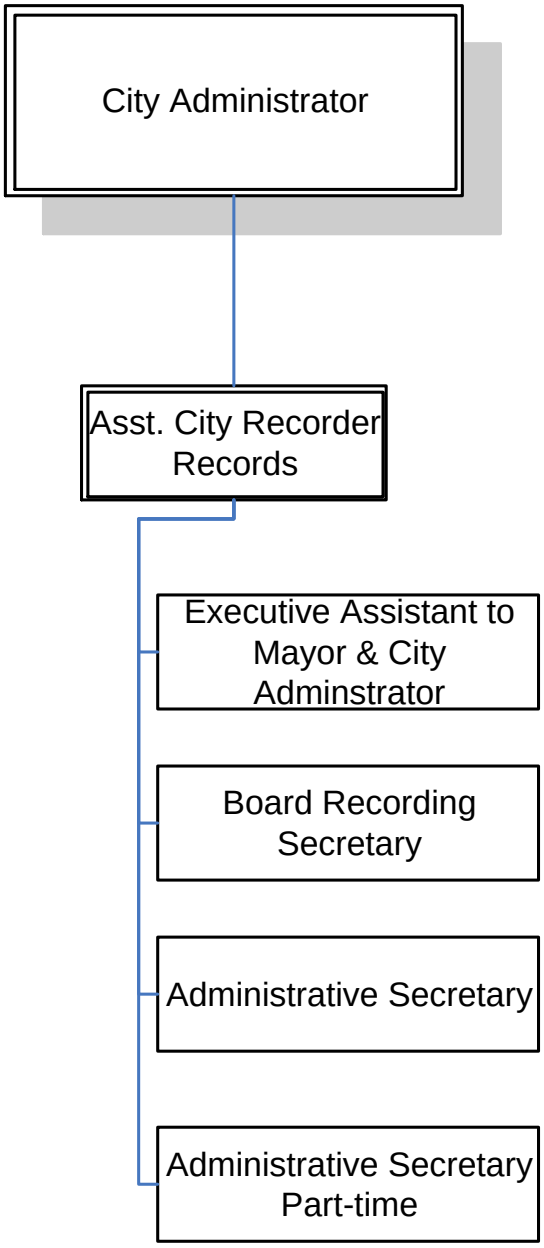
The Administration Department continues to place the codified Municipal Code on the City's website. It is updated on a constant basis thru MuniCode, our contracted codifier of the code. Besides the value of making this information available to citizens 24/7, it is current and also minimizes the use and cost of paper products.

The Board of Mayor and Aldermen's meeting agendas are available on the City's website. Agenda packets are no longer produced in mass quantities; the agenda and all supporting documents for Board meetings, work sessions, and committee meetings can now be found on the City's website. This information is also distributed to Board members and the City Administrator on electronic memory sticks in lieu of a photocopied packet. The number of printed proposed budget books also remains minimal. This year we again plan on producing 15 printed copies of the budget book, compared to approximately 40 copies as done in years past. The budget will be available for viewing on the City's website.

The process of distribution of signed ordinances and resolutions to city departments by the Board Secretary has recently changed. Recipients originally receiving a hard copy of each ordinance and resolution passed by the Board now receive an email containing the scanned documents. This has greatly reduced our paper consumption and the employee's time to process the distribution of the records.

In accordance with the City's Records Retention Policy, the Administration Department continues to purge and destroy files, records, and documents exceeding the recommended retention period. This continuing practice has eliminated a few file cabinets, saving the department valuable storage area space.

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Administration
Personnel by Position

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	Not Funded	FY 2013 Full-Time	FY 2013 Part-Time	Not Funded
City Administrator	**28**	1	0	0	1	0	0
Assistant City Recorder/Admin	**21**	1	0	0	1	0	0
Executive Assistant to City Administrator	**13**	1	0	0	1	0	0
Administrative Assistant	**12**	1	0	1	0	0	0
Recording Secretary to BOMA	**12**	1	0	0	1	0	0
Administrative Secretary	**10**	1	0	0	1	0	0
Administrative Secretary	**10**	0	0	0	0	1	0
	TOTALS	**6**	**0**	**1**	**5**	**1**	**0**

Narrative of Personnel Changes	New Position		Reclassification		
	Title	**Pay Grade**	**From Job Title**	**To Job Title**	**Pay Grade (if reclassification creates new job title)**
Administrative Assistant - Deleted		12			
Administrative Secreatary Part Time/Permanent Added		10			

Budget Notes/Objectives
Administration

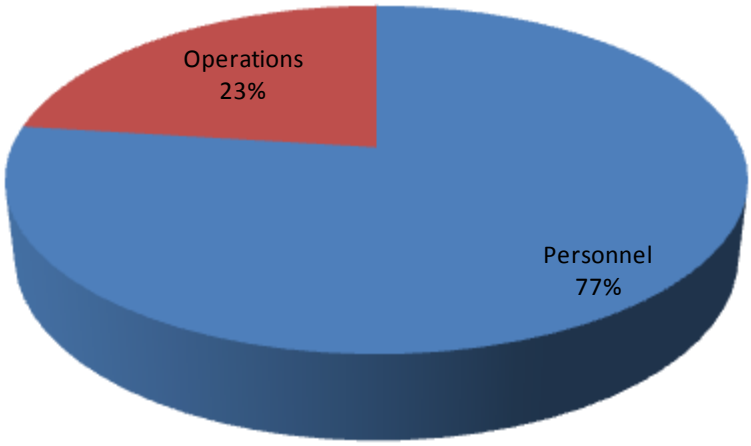
Personnel:
In 2013, the Administration Department will eliminate the unfunded, vacant administrative assistant position and replace it with a funded, part-time administrative secretary position.

Operations:
Operating costs are increased by $4,059, or 3.29%, in 2013.

Capital:
There are no budgeted capital costs in 2013.

General Fund
Administration

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	283,174	294,824	322,383	323,000	341,704
81200	Officials Fees	60	0	0	0	0
81400	Employee Benefits	114,075	107,794	116,741	110,160	120,025
TOTAL PERSONNEL		397,309	402,618	439,124	433,160	461,728
OPERATIONS						
82100	Transportation Services	1,156	1,041	273	535	680
82200	Operating Services	6,746	9,112	21,000	16,650	21,180
82300	Notices Subscriptions Publications	15,055	9,286	9,055	8,000	5,355
82400	Utilities	10,827	9,618	15,028	9,600	15,490
82500	Contractual Services	3,488	5,302	5,000	100	15,160
82600	Repair & Maintenance Services	3,115	10,596	7,600	5,450	5,060
82700	Employee Programs	5,184	12,556	6,800	13,000	15,800
82800	Professional Development/Travel	6,395	4,450	12,798	5,250	13,300
83100	Office Supplies	13,117	12,623	13,730	12,450	14,140
83200	Operating Supplies	1,573	819	3,277	600	3,340
83300	Fuel & Mileage	721	509	1,052	700	1,080
83500	Machinery & Equipment (<$25,000)	5,868	12,757	17,031	13,665	15,490
83600	Repair & Maintenance Supplies	535	197	1,400	2,200	1,450
85100	Property & Liability Costs	13,131	4,397	4,472	4,665	5,517
85300	Permits	0	23	4,615	4,700	4,760
TOTAL OPERATIONS		86,911	93,286	123,131	97,565	137,802
TOTAL EXPENDITURES		484,220	495,904	562,255	530,725	599,530



Human Resources

Shirley Harmon, Director

The Human Resources Department provides services to other departments and is responsible for the following duties:

- city's recruitment, hiring, and onboarding processes,
- administering the City's compensation plan,
- administering the City's Pension Plan
- assisting in creating and implementing the personnel rules and regulations,
- managing the training of all City employees in occupational health and safety, civil treatment, harassment and other areas as needed
- promoting a safe and healthy working environment for all City employees through safety programs, training, and incentives
- planning and facilitating the promotional processes in various departments
- procuring and administering all liability insurance as well as managing liability exposure,
- managing employee benefits,
- maintaining an ongoing wellness program for the employees with healthy initiatives
- assisting directors in the recommendation of proper counseling and or discipline of employees
- providing programs to develop city employees' leadership skills
- conducting workplace investigations

Measurement/Goal	**FY10**	**FY11**	**FY12 (Projected)**	**FY13 *(Goal)***
Number of Budgeted Positions Full-Time (Part-Time)	689(52)	687(67)	693(62)	699(69)
Human Resources Staff per 100 Employees (not including Risk)	.80	.97	.96	1.02
Employee Turnover for Full-Time Positions (Not Including Retirees)	4.3%	4.2%	3.4%	3.4%
Number of Vacancies Advertised Externally	24	35	37	30
Number of External Applications Processed	2,849	2,804	2,700	2,500
Average Number of Applications per Advertised External Vacancy	119	81	73	84
Average Number of Days to Fill a Position Advertised Externally	125	69	67	52

Wellness Program Participants*	662	777	825	850
Annual Wellness Cost per FTE	$27.26	$29.54	$30.00	$30.00
Total benefits as a percent of total wages	NA	43.85%	43%	43%
Retirement Contributions as a percent of total payroll	17.48%	15.64%	14.67%	13.67%

**Employees may have participated in more than one wellness activity (unable to track by employee).*

Measurement/Goal	**CY10**	**CY11**	**CY12 (Jan – March 2012)**
Number of TOSHA Recordable Injuries*	58	55	7
TOSHA Recordable Injuries as a Percentage of Workforce	9.2%	8.4%	1.04%
Average Number of Work Days Lost per Injury	5.1	1.98	.20
Total Loss of Payroll	$26,526	$6,894.12	$1,056.43

**Recordable Injuries are reported in calendar years rather than fiscal years.*

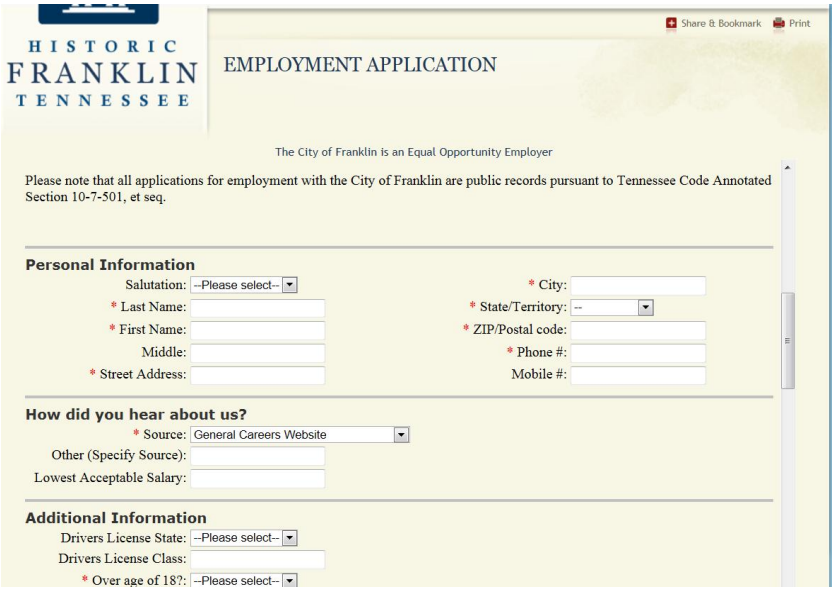
Sustainable Franklin

We are proud to accomplish two of our FY 2012 goals that substantially contribute to the economic sustainability of the City of Franklin:

- Implemented Taleo, an Applicant Tracking System; all applications are now submitted online, reviewed by the department directors and hiring managers, and downloaded when the employee is hired, eliminating the need for multiple copies of applications, resumes and certifications. This system should aid in reducing the number of days required in the recruitment process.

- Moving from a fully insured workers' compensation program to self-insured retention program for a projected two year savings of approximately $600,000. During the first three quarters of FY2012 we have paid $50,000 in workers' compensation claims versus $300,000 for FY2011.

Human Resources believes that health and wellness is an important component of maintaining sustainable communities. This year, with the help of the wellness team, we offered a walking program, health screenings, flu shots, the 12th annual health fair, smoking cessation, and physicals. In partnership with Williamson Medical Center we implemented a new weight loss program, "A Countdown to a New You." We also have a new Wellness Program logo and slogan, "Your Health is in Your Hands" selected from an employee contest.


HISTORIC FRANKLIN TENNESSEE

Share & Bookmark Print

EMPLOYMENT APPLICATION

The City of Franklin is an Equal Opportunity Employer

Please note that all applications for employment with the City of Franklin are public records pursuant to Tennessee Code Annotated Section 10-7-501, et seq.

Personal Information

Salutation: --Please select--
* Last Name:
* First Name:
Middle:
* Street Address:
* City:
* State/Territory: --
* ZIP/Postal code:
* Phone #:
Mobile #:

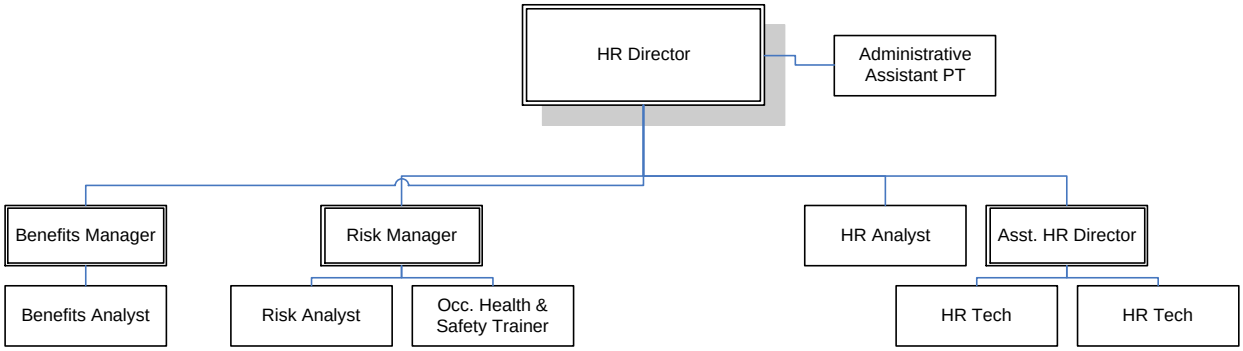
How did you hear about us?

* Source: General Careers Website
Other (Specify Source):
Lowest Acceptable Salary:

Additional Information

Drivers License State: --Please select--
Drivers License Class:
* Over age of 18?: --Please select--

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund – Human Resources
Personnel by Position

Position	Pay Grade	FY 2012		FY 2013	
		Full-Time	Part-Time	Full-Time	Part-Time
Human Resources Director	**25**	1	0	1	0
Risk Manager	**23**	1	0	1	0
Human Resources Asst Dir	**22**	1	0	1	0
Benefits Manager	**21**	1	0	1	0
Occupational Health/Safety Trainer	**20**	1	0	1	0
Human Resources Analyst	**19**	1	0	1	0
Risk Analyst	**18**	1	0	1	0
Benefits Analyst	**16**	1	0	1	0
Human Resources Technician	**12**	**2**	**0**	**2**	**0**
Administrative Assistant	**12**	**0**	**0**	**0**	**1**
	TOTALS	**10**	**0**	**10**	**1**

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade
One (1) Administrative Assistant Part-Time- Added		12			

Budget Notes/Objectives
Human Resources

- Personnel - Addition of one Part-time Administrative Assistant (PG 12); Last year we eliminated the full-time Administrative Secretary position and reclassified one HR Technician to Benefits Analyst. We would like to add a part-time administrative assistant to assist with filing, scheduling, special projects and to have available when we are short-staffed in the front office.

- Consultant Services – In the current fiscal year we have funds budgeted for a compensation study. A RFP has been prepared and is waiting for release. The FY2013 budget does not include funds for the compensation study as we anticipate we will be able to carry over funds from FY2012.

- Tuition Assistance Program – We recommend continuing the current funding level of $60,000.

- Wellness – A total of $23,000 has been budgeted for wellness programs including flu shots, health screenings, health fair, fitness center, and other programs/events.

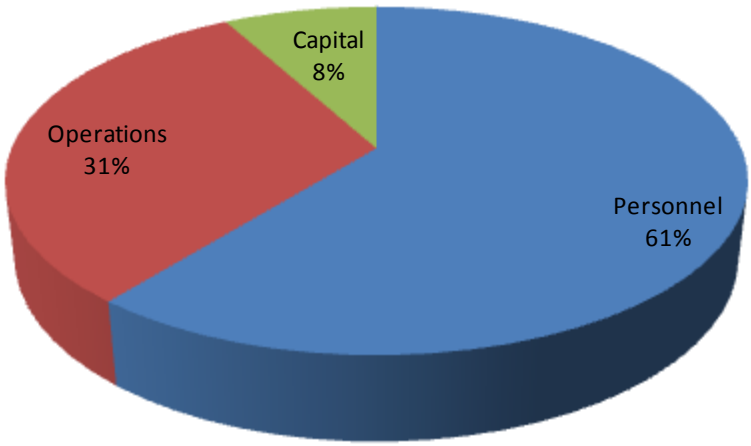
- Safety Programs – $50,000 has been budgeted for safety awards, posters, Safety training programs and license verifications.

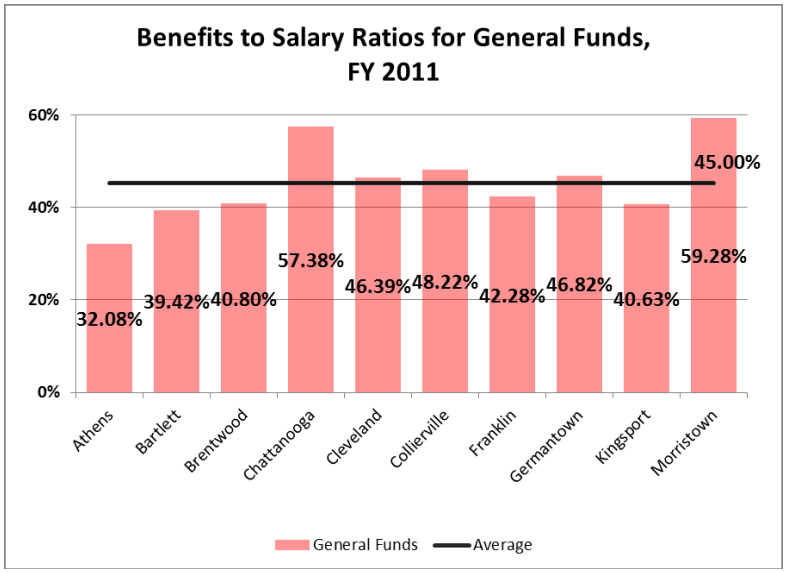
- Training - $47,000 has been budgeted for Inside and Outside training (plus $8,000 in training supplies). Anticipated Human Resources training programs include Civil Treatment, Supervisor Training, Business Skills Training, and Franklin Leadership University.

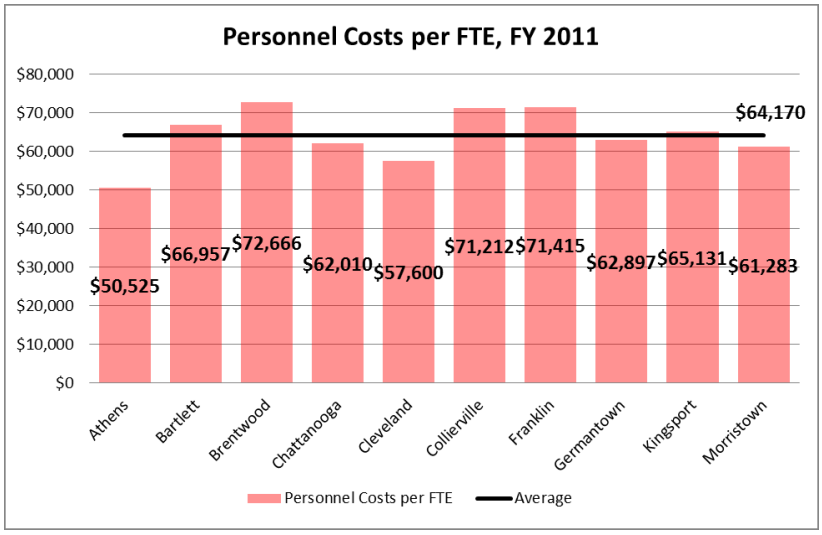
- Computer Software (>$25,000) – HR and MIT Staff are preparing a RFP for an HRIS system. We do not know the exact cost of such a system, but anticipate it to be over $100,000.

General Fund
Human Resources

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	449,275	514,916	532,068	605,200	585,304
81400	Employee Benefits	158,596	198,897	167,796	180,898	175,486
TOTAL PERSONNEL		607,871	713,813	699,864	786,098	760,790
OPERATIONS						
82100	Transportation Services	2,985	2,193	5,000	2,700	4,000
82200	Operating Services	4,793	3,209	5,000	5,000	5,000
82300	Notices Subscriptions Publications	5,585	10,548	10,900	7,750	10,400
82400	Utilities	3,480	4,326	4,320	5,800	6,840
82500	Contractual Services	22,557	12,948	81,000	50,000	85,000
82600	Repair & Maintenance Services	4,478	2,716	4,000	0	4,000
82700	Employee Programs	134,799	77,665	157,000	124,100	207,450
82800	Professional Development/Travel	21,970	25,636	25,800	23,400	25,800
83100	Office Supplies	7,434	6,862	9,050	8,150	9,050
83200	Operating Supplies	8,867	14,367	12,500	7,300	12,620
83300	Fuel & Mileage	1,618	1,862	3,150	3,500	4,150
83500	Machinery & Equipment (<$25,000)	6,415	11,220	12,700	1,500	13,300
83600	Repair & Maintenance Supplies	30	117	0	745	0
85100	Property & Liability Costs	1,498	2,095	2,083	2,223	2,581
85900	Other Business Expenses	0	136	500	0	500
TOTAL OPERATIONS		226,509	175,900	333,003	242,168	390,691
CAPITAL						
89500	Machinery & Equipment (>$25,000)	0	0	100,000	0	100,000
TOTAL CAPITAL		0	0	100,000	0	100,000
TOTAL EXPENDITURES		834,380	889,713	1,132,867	1,028,266	1,251,481







**Note: Information from FY2011 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*

HISTORIC
FRANKLIN
TENNESSEE

Law

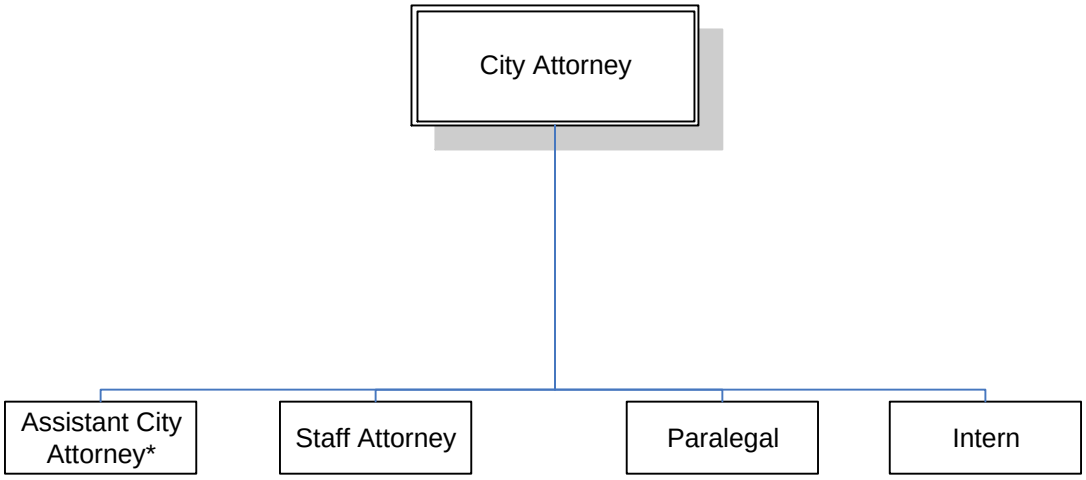
Shauna R. Billingsley, City Attorney

The Law Department provides legal advice to the Mayor, Aldermen, City Administrator, department directors, boards, commissions, committees, and other city officials. These duties include:

1. to direct professional and other employees in the Law Department in the provision of legal services to the City,
2. to supervise preparation and review of contracts, deeds, bonds, ordinances, resolutions, real estate transactions and agreements for the City by rendering opinions relative to substance, form and propriety of such documents,
3. to attend and provide legal counsel to Board of Mayor and Aldermen meetings and committee meetings as may be required,
4. to direct the management of all litigation in which the City is a party or is interested, including the functions of prosecuting attorney in City Court appeals,
5. to apply in the name of the City for injunctive or other extraordinary relief as authorized by law,
6. to assist in development of administrative policies, rules and regulations,
7. to represent the City in legal issues at administrative hearings, in meetings with government officials and in professional educational organizations, and
8. to recommend and arrange for retention of special counsel in cases involving extensive or specialized litigation.

Measurement/Goal	**FY10** *(as of 4/30/2010)*	**FY11** (*as of 4/15/11*)	**FY 12** *(as of 4/2012)*	**FY 13** *(Goals)*
Number of Ordinances/Resolutions Drafted or Reviewed	99	89	all	all
Number of Contracts Drafted and/or Reviewed	124	139	192	all
Legal Opinions Distributed (Goal: Distribute one every month)	9	9 **3 more will go out this FY*	8 *4 more will go out this FY	12
Complete Case and Research Review Timely	N/A	N/A	100%	100%
Number of New Cases Open	N/A	N/A	140	As many as needed

Organizational Chart



* = Unfunded

Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Legal
Personnel by Position

Position	Pay Grade	FY 2012			FY 2013		
		Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
City Attorney	25	1	0	0	1	0	0
Asst City Attorney	23	1	0	1	1	0	1
Staff Attorney	22	1	0	0	1	0	0
Paralegal	16	1	0	0	1	0	0
Intern		0	0	0	0	1	0
	TOTALS	4	0	1	4	1	1

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Anticipated Pay Grade (if reclassification creates new job title)
Asst City Attorney - Not funded					
Part-Time Summer Intern requested					

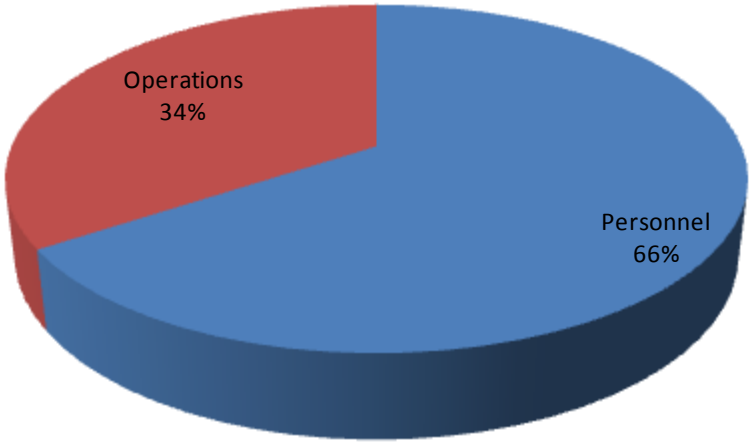
Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives
Law

- Salaries & Wages – We are asking for a paid summer intern position. We hope to fill the position with a law student who we hope will love the practice of law in a government setting after the internship
- Contractual Services – costs have remained the same as outside attorney expenses are budgeted through the Law Department.
- Professional Development – The conferences are essential to the practice of municipal attorneys

General Fund
Law

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	149,901	194,749	188,818	196,200	191,992
81400	Employee Benefits	63,643	71,877	65,992	75,530	67,717
TOTAL PERSONNEL		213,544	266,626	254,810	271,730	259,709
OPERATIONS						
82100	Transportation Services	778	768	1,300	250	1,340
82200	Operating Services	2,461	3,965	6,240	9,000	8,270
82300	Notices Subscriptions Publications	15,322	13,745	19,750	12,651	21,250
82400	Utilities	1,783	1,956	3,240	3,240	3,330
82500	Contractual Services	51,945	29,581	62,400	60,000	62,410
82700	Employee Programs	3,250	591	5,200	2,900	5,400
82800	Professional Development/Travel	7,116	8,380	14,800	8,150	14,800
83100	Office Supplies	3,758	1,808	4,150	1,950	4,450
83200	Operating Supplies	120	6	500	350	650
83300	Fuel & Mileage	0	26	400	100	410
83500	Machinery & Equipment (<$25,000)	2,103	2,506	6,000	5,000	6,000
83600	Repair & Maintenance Supplies	0	82	0	0	0
85100	Property & Liability Costs	905	1,309	1,302	1,490	1,713
85300	Permits	1,280	3,245	5,450	1,000	5,620
TOTAL OPERATIONS		90,821	67,968	130,732	106,081	135,643
TOTAL EXPENDITURES		304,365	334,594	385,542	377,811	395,352



Communications

Milissa Reierson, Communications Manager

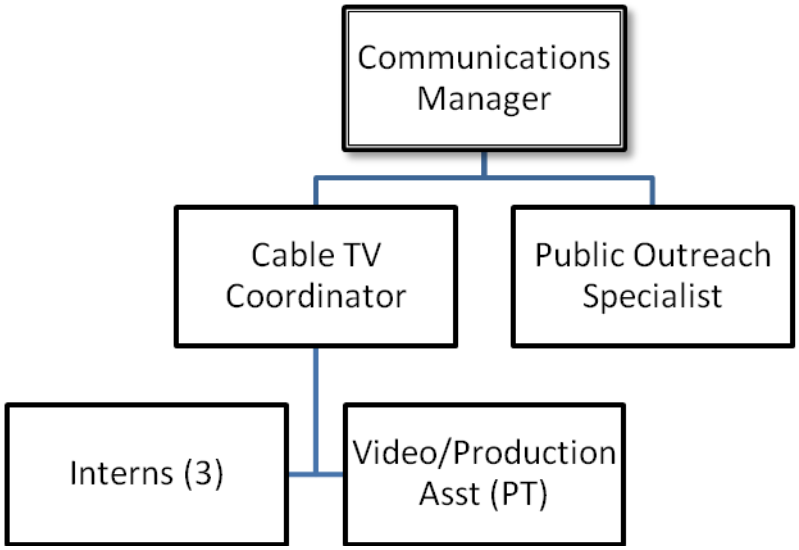
The Communications Division was created in December 2008 to develop internal and external communications and citizen participation initiatives. The Division also handles all media relations for the City and manages the City's Government Access Channel, Franklin TV.

Measurement/Goal	**FY09**	**FY10**	**FY11**
Goal: Provide proactive and timely information			
Number of Press Releases (not including Police & Fire)	76	74	57
Number of News Stories Generated from Media releases	245	326	326
Social Media			
Facebook (number of followers)	NA	2,766	4,720
Twitter (number of followers)	NA	1,195	2,366
Youtube (upload views)	NA	6,006	10,903
Goal: Produce informative programming for Franklin TV			
Local programming produced for Franklin TV (not including meetings)	15	18	34
Average visits to City's website	NA	67,776	47,315
Average Pageviews to City website	NA	196,890	138,087
Special Events Processed by City	41	43	47

Sustainable Franklin

The Communications Office continued to work on promoting the City's Blue Bag program (residential curbside recycling) as well as educating the public on the program. Participation in the program increased to 50 percent. Communications also worked with the Sustainability Commission to begin a Speakers Bureau to educate the community on sustainability efforts the City has undertaken as well as offer tips and suggestions on how they can become more "green."

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Communications
Personnel by Position

Position	Pay Grade	FY 2012		FY 2013	
		Full-Time	Part-Time	Full-Time	Part-Time
Communications Manager	22	1	0	1	0
Cable TV Coordinator	21	1	0	1	0
Public Outreach Specialist	21	1	0	1	0
Video/Production Assistant	13	0	1	0	1
Intern	---	0	3	0	3
	TOTALS	3	4	3	4

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives
Communications

Personnel:
No changes.

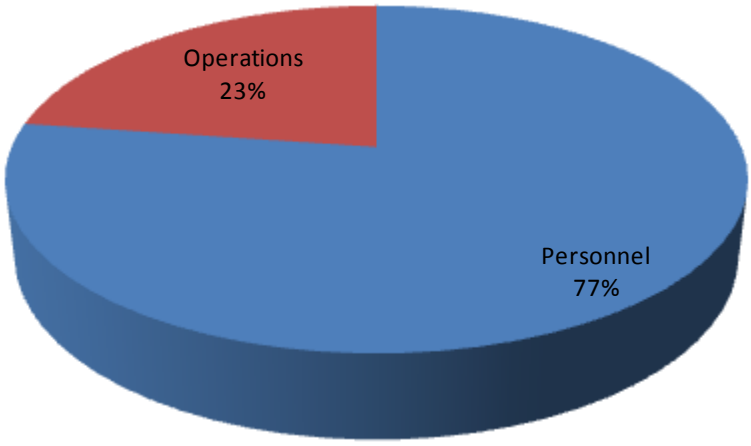
Operations:
The Communications Office plans to make modifications to the audio system in the Board Room in 2013. These upgrades, including additional mixers and mics, will enhance the audio for those in attendance at the meeting as well as those watching on Franklin TV and social media outlets. In 2012, the Communications Office renovated unused office space to create a studio. The studio will allow the Division to more than double the current amount of original programming on Franklin TV, as well as provide a place for special announcements or press conferences. Costs in the 2013 Operations include items to further equip the studio (lighting, dimmer, intercom system, etc.).

Capital:
There are no budgeted capital costs in 2013.

Follow us on:

General Fund
Communications

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	200,051	205,330	199,576	209,000	214,461
81400	Employee Benefits	71,759	70,210	70,951	66,230	72,926
TOTAL PERSONNEL		271,810	275,540	270,527	275,230	287,386
OPERATIONS						
82100	Transportation Services	271	9	400	200	410
82200	Operating Services	80	37	200	110	210
82300	Notices Subscriptions Publications	4,041	8,894	18,900	17,301	19,340
82400	Utilities	2,056	2,122	2,300	2,381	2,370
82500	Contractual Services	0	0	0	66	18,000
82600	Repair & Maintenance Services	567	560	1,500	1,000	1,550
82700	Employee Programs	0	130	0	0	0
82800	Professional Development/Travel	754	4,108	9,410	3,563	9,690
83100	Office Supplies	1,331	1,026	1,250	1,700	1,870
83200	Operating Supplies	10,258	9,396	10,700	8,700	16,730
83300	Fuel & Mileage	330	202	300	300	310
83500	Machinery & Equipment (<$25,000)	4,459	2,602	4,005	3,101	4,700
84000	Operational Units	0	0	0	5,000	8,500
85100	Property & Liability Costs	484	700	696	743	862
85200	Rentals	0	20	0	0	0
TOTAL OPERATIONS		24,631	29,806	49,661	44,165	84,542
TOTAL EXPENDITURES		**296,441**	**305,346**	**320,188**	**319,395**	**371,928**



Capital Investment Planning

David Parker, CIP Executive/City Engineer

The CIP Division coordinates and manages the current and future infrastructure capital projects' needs of the City of Franklin and prepares and presents the Capital Investment Program for approval by the Board of Mayor and Aldermen. We work with the other City Departments, elected officials, and the citizens of Franklin to ensure that our water, sanitary sewer, reclaimed (reuse) water, stormwater, streets and transportation, parks, public buildings, etc. infrastructure is designed and constructed properly and that it meets all local, state and federal standards and guidelines.

In addition, the CIP Division;

1. Works with the Law Department in the preparation and review of contracts/agreements, bonds, deeds, ordinances, resolutions, construction documents, and franchise agreements for the City.
2. Is responsible for liaison with other municipal, county, state, and federal government entities and regulatory agencies.

Sustainable Franklin

The CIP Division aims to decrease the number of hard/paper copies used in day to day file management and increase the number of digital files used. The CIP Division recycles paper, plastic bottles, Aluminum cans and toner cartridges. The CIP Division turns off all lights at night and when not in use. In addition, the CIP Division utilizes the only hybrid City fleet vehicle.

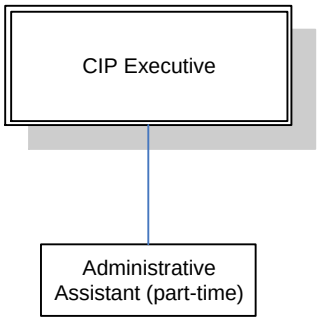
2012-2013 Outlook

The main goal of the CIP Division is to prepare and to present the proposed annual 5-year CIP Program to the Board of Mayor and Aldermen in a timely manner with the necessary information for the Board to make the hard decisions as to prioritization and funding for the City's infrastructure capital investments.

During this fiscal year the CIP Division expects to complete the drafts for the various standard contract documents and agreements for use with City projects. The use of these standard documents will increase the efficiency of City staff charged with dealing with the various City contracts.

The responsibilities of the CIP Division are continually being refined and as additional responsibilities are assigned, the Division will define necessary procedures and leverage the latest available technology resources to complete the tasks to increase the efficiency of staff.

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund-Capital Investment Planning
Personnel by Position

Position	Pay Grade	FY 2012		FY 2013	
		Full-Time	Part-Time	Full-Time	Part-Time
CIP Executive	**26**	1	0	1	0
Administrative Assistant	**12**	1	0	0	1
	TOTALS	**2**	**0**	**1**	**1**

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Administrative Assistant - Change from Full-Time to Part-Time					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives
Capital Investment Planning

The total CIP Division FY 2012-2013 approved budget is $3,011 less than the FY 2011-2012 budget which is a reduction of 1.3%.

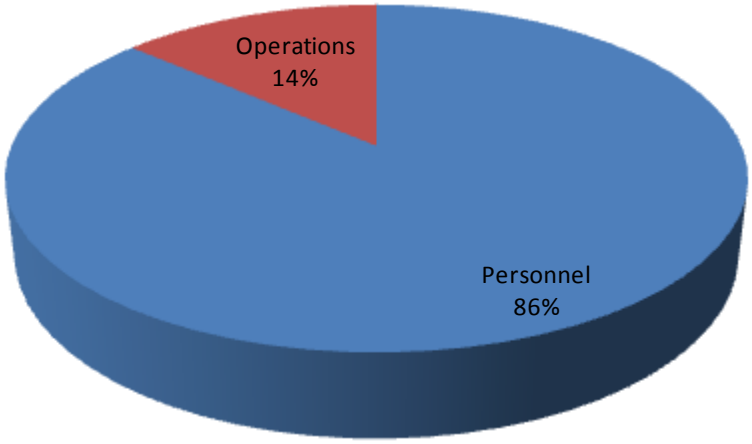
Personnel:
Personnel costs have been reduced by $3,621 due to the change of the Administrative Assistant position from Full-time to Part-time.

Operations:
There is a line item – Consultant Services at $10,000 – proposed for each subsequent year's budget for the CIP Division to be able to contract for work that comes up during the year, but is not anticipated for a particular project. In the past this line item was used to pay for the services provided by CDM for assistance in the mitigation of the May 2010 Flood.

Capital:
No capital costs are shown for the new budget year.

General Fund
Capital Investment Planning

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	171,244	169,693	152,078	157,175	144,780
81400	Employee Benefits	47,845	46,848	45,731	39,430	39,649
TOTAL PERSONNEL		219,089	216,541	197,809	196,605	184,429
OPERATIONS						
82100	Transportation Services	129	44	210	67	210
82200	Operating Services	59	166	300	63	300
82300	Notices Subscriptions Publications	892	9,009	2,518	4,190	2,555
82400	Utilities	770	1,589	2,800	1,235	2,080
82500	Contractual Services	2,000	1,508	10,000	0	10,000
82600	Repair & Maintenance Services	25	0	250	0	260
82800	Professional Development/Travel	2,914	3,910	7,200	2,380	8,010
83100	Office Supplies	2,223	897	1,100	850	1,130
83200	Operating Supplies	225	95	300	100	300
83300	Fuel & Mileage	79	720	800	860	900
83500	Machinery & Equipment (<$25,000)	3,813	0	1,250	900	1,260
85100	Property & Liability Costs	814	1,033	1,077	1,145	1,322
85300	Permits	451	598	800	650	600
TOTAL OPERATIONS		14,394	19,569	28,605	12,440	28,927
TOTAL EXPENDITURES		**233,483**	**236,110**	**226,414**	**209,045**	**213,356**



Project and Facilities Management

Brad Wilson, Project Manager

The Project and Facilities work unit is responsible for the development, programming, design, planning, scheduling, and management of city facilities and projects. These projects cover a wide spectrum ranging from major new construction and large remodels to small projects designed to improve, repair, or enhance existing city facilities or systems. Capital projects funded through the state legislature, and city requested Recharge projects are managed by Project and Facilities Management Services.

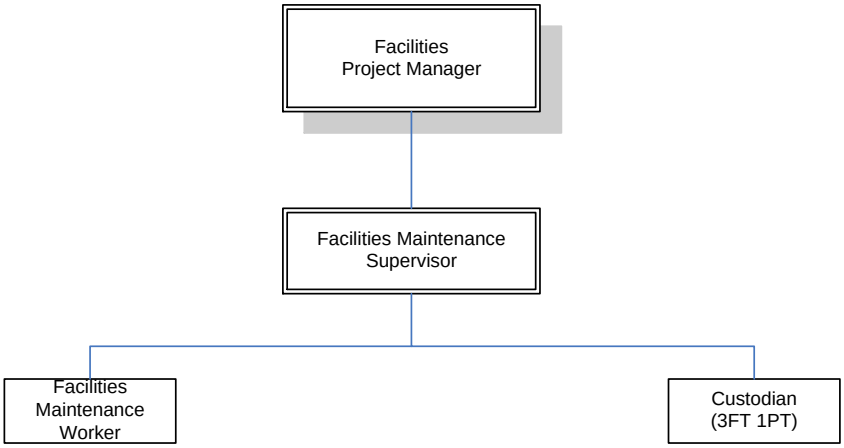
Sustainable Franklin

Project Facilities Management promotes recycling of all paper products, plastic bottles, aluminum cans and toner cartridges. The group is charged with monitoring and developing better ways for usage and conservation of energy and making facilities eco-friendly for the City's employees and citizens.

2012-2013 Outlook

Maintain a safe and healthy environment for staff and the community. Consider accessibility as a priority in new construction and remodel projects. Provide project documentation for sharing information with the community, contractors, consultants, and others and continue to develop project management processes and skills.

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Project & Facilities Management
Personnel by Position

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	FY 2013 Full-Time	FY 2013 Part-Time
Facilities Project Manager	22	1	0	1	0
Facilities Maintenance Supervisor	14	1	0	1	0
Facilities Maintenance Worker	10	1	0	1	0
Custodian	7	3	1	3	1
	TOTALS	6	1	6	1

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives
Project & Facilities Management

Personnel:
There are no changes in approved positions in 2012-13.

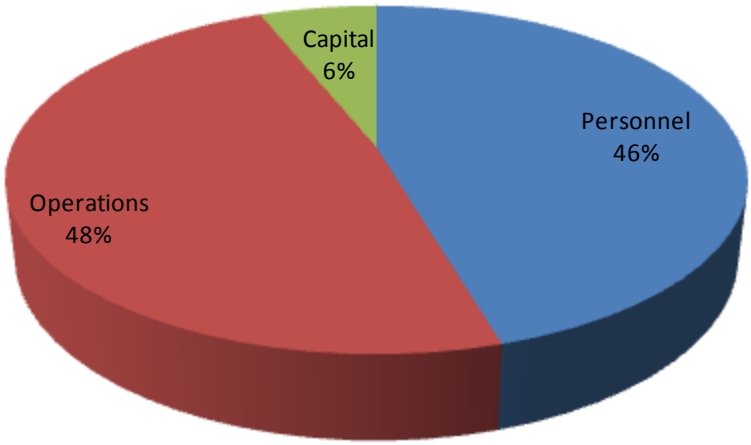
Operations:
Operating costs for facilities are increased approximately 5.8% from the budget of 2012. This is attributed for equipment and items needed for both the Police Headquarters, City Hall and the upcoming Public Works Site. The three main item numbers that are creating our 5.8% difference are for an additional vehicle for maintenance, a needed trailer to haul equipment, needed vacuums, a blower vacuum and a floor scrubber for the city hall that can also be used at the police department. The other large item that Facilities will carry in our budget is the Green Roof for the COF Police Headquarters which is $ 11,500.00. The rest of the increase is having now the ability to see what our actual numbers have been regarding the maintenance cost to the Police Headquarters and some adjustments that have been made at City Hall. Making up this number are such items as emergency generator fuel and maintenance contract cost, consumables such as hvac filters, cartridges for waste systems, reuse water maintenance contract, light bulbs, additional permits and such with some additional. Of the increase, it can be contributed to (1) the bringing of all the city generators under this department that will control the maintenance contract and fuel cost, (2) the elevator maintenance contracts at the two parking garages and Five Points building, (3) estimated HVAC repairs thru the year, (4) pest control, (5) department computer that may be replaced (6) personnel uniforms, (7) document shredding, and (8) other essentials.

Capital:

Building improvements are lowered for the 2013 budget due the fact that most departmental city hall renovations will have been completed under the 2012 budget. Any additional office remodeling should be minimal if none unless a formal decision is made regarding a City Hall construction project. Under the Capital improvements a budget of $ 22,000.00 has been included for the painting of the exterior only at the Five Points facility. Work is needed within the facility as well to bring up to better lighting standards and will be looked at with the money appropriated.

General Fund
Project & Facilities Management

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	231,516	239,519	245,355	243,800	253,256
81400	Employee Benefits	135,723	120,587	115,225	105,498	118,692
TOTAL PERSONNEL		367,239	360,106	360,580	349,298	371,948
OPERATIONS						
82100	Transportation Services	101	20	40	40	40
82200	Operating Services	0	436	2,400	2,615	2,516
82300	Notices Subscriptions Publications	1,393	1,123	315	715	400
82400	Utilities	180,423	187,691	184,217	194,217	200,054
82500	Contractual Services	0	2,213	14,800	16,849	16,860
82600	Repair & Maintenance Services	33,436	79,737	60,700	49,890	58,070
82700	Employee Programs	30	0	0	0	0
82800	Professional Development/Travel	54	0	0	0	0
83100	Office Supplies	469	613	400	800	910
83200	Operating Supplies	2,181	1,976	2,300	1,683	2,130
83300	Fuel & Mileage	505	1,417	13,300	6,228	8,232
83500	Machinery & Equipment (<$25,000)	1,780	1,427	3,420	1,670	13,950
83600	Repair & Maintenance Supplies	35,894	69,001	50,070	50,636	51,551
85100	Property & Liability Costs	22,144	30,931	30,547	32,593	37,850
85200	Rentals	1,335	1,339	250	0	1,000
85300	Permits	0	17	600	2,492	2,566
85900	Other Business Expenses	0	182	100	0	300
TOTAL OPERATIONS		279,745	378,123	363,459	360,428	396,429
CAPITAL						
89200	Buildings	0	0	80,000	75,000	50,000
89500	Machinery & Equipment (>$25,000)	0	0	18,600	0	0
TOTAL CAPITAL		0	0	98,600	75,000	50,000
TOTAL EXPENDITURES		646,984	738,229	822,639	784,726	818,377



Revenue Management

Clay Matthews, Interim Assistant City Recorder

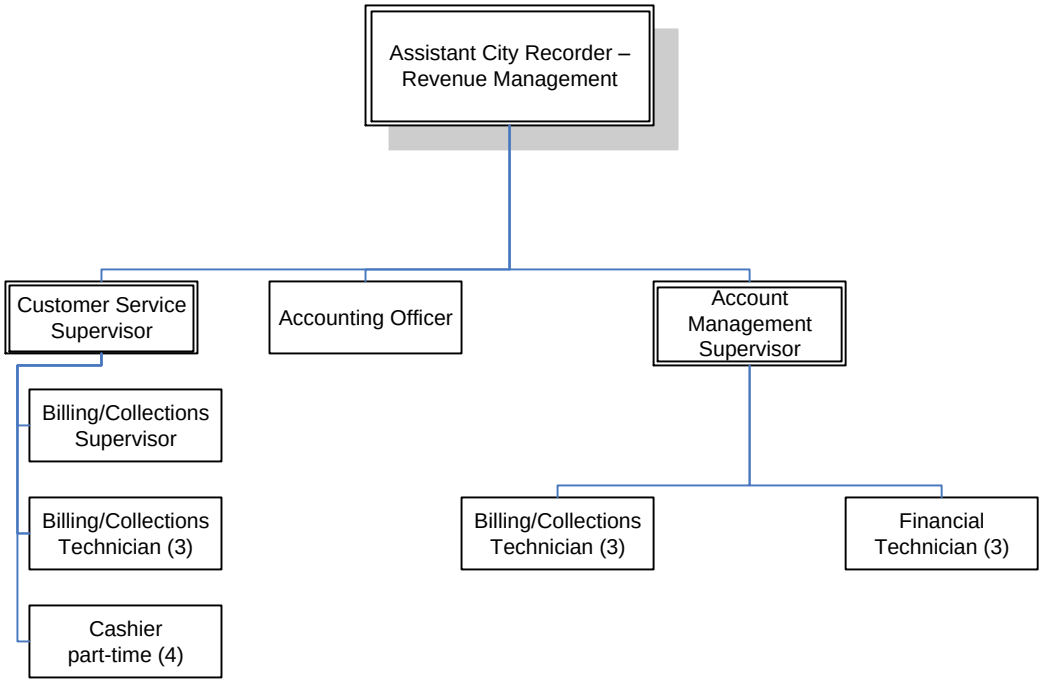
The Revenue Management group performs the billing, collections and customer service for City of Franklin property tax, business tax, alcohol taxes, state shared taxes, hotel/motel taxes, water/wastewater/storm water/solid waste bills, and numerous permits.

Measurement/Goal	**FY09** *(Actual)*	**FY10** *(Actual)*	**FY11** *(Goal)*	**FY11** *(Projected)*	**FY12** *(Proposed)*
Reduce Default Rate of Customer Promissory Payment Agreements for Delinquent Utility Accounts by 10% by Fiscal Year Ending					
Promissory Note Default %	N/A	N/A	N/A	19.1%	17.1%
Increase Electronic Versus Manual Payments by 3% by Fiscal Year Ending					
E-Payment %	N/A	83.7%	86.2%	86.4%	89%

Sustainable Franklin

- Reduce paper usage by deploying automation within the utility billing process
- Reduce customer travel time & energy usage by educating our customers on our current automatic payment options available to them.
- Reduce travel time & energy usage by City of Franklin employees by deploying automation to account maintenance processes
- Increase paper recycling by destroying documents through a recycling/record destruction vendor

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Revenue Management
Personnel by Position

Position	Pay Grade	FY 2012		FY 2013	
		Full-Time	Part-Time	Full-Time	Part-Time
Asst City Recorder - Billing/Collection	**21**	1	0	1	0
Asst City Recorder - Revenue Mgmt	**21**	1	0	1	0
Account Management Supervisor	**18**	1	0	1	0
Customer Service Supervisor	**18**	1	0	1	0
Accounting Officer	**17**	1	0	1	0
Billing / Collection Supervisor	**14**	1	0	1	0
Financial Technician	**12**	3	0	3	0
Billing & Collection Tech	**10**	6	0	6	0
Cashier	**TBD**	0	4	0	4
	TOTALS	**15**	**4**	**15**	**4**

Note: 4 part-time positions are budgeted as equivalent to 2 FTE's.

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Part-Time Cashiers to remain grade 10. Billing and	**PT Cashier**	**TBD**			
Collections Technicians to move from 10 to grade 12.	**B & C Tech**	**TBD**			

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Asst City Recorder	**21**			Municipal Clerk & Recorder - State of Tenn
Asst Office Manager	**18**			
Financial Technician	**12**			
Billing & Collection Technician	**10**			
Cashier PT	**TBD**			

Budget Notes/Objectives
Revenue Management

Personnel:
To improve the customer experience, the office now has an "Express Payment" window staffed by cashiers. Non-routine or more time consuming services such as new customer account set-up, service disconnections and billing or payment issues are addressed at the Customer Service counter inside the office.

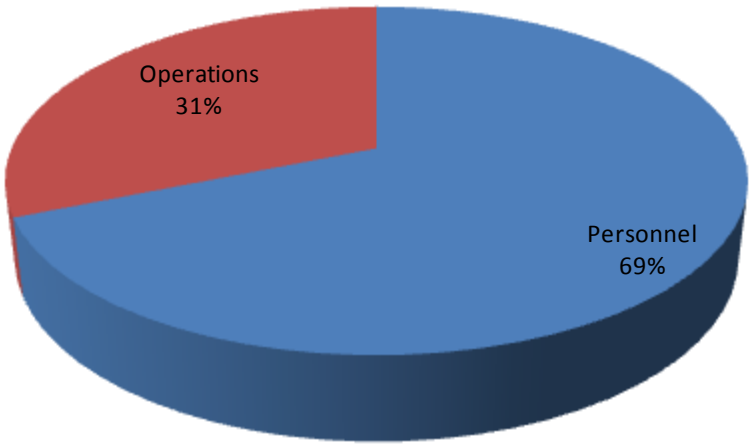
The duties performed by the Billing and Collections Technicians, who staff the Customer Service counter, have evolved to much more complex and challenging tasks than an entry level Cashier.

Due to the dramatic change in job requirements, we anticipate 6 positions will increase from a Salary Grade 10 to 12. The budget includes an increase of $19,000 to support this change.

Operations:
Operating costs are reduced by $21,525 or 4.8%, in 2013. This is primarily due to efficiency improvements and cost reductions associated with not providing billing services to county customers in the Meadowview area.

General Fund
Revenue Management

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	539,386	641,267	630,789	681,900	672,499
81400	Employee Benefits	250,013	271,696	276,110	261,860	267,206
TOTAL PERSONNEL		789,399	912,963	906,899	943,760	939,705
OPERATIONS						
82100	Transportation Services	12,244	7,363	20,000	7,384	20,600
82200	Operating Services	1,307	1,483	3,900	3,358	4,020
82300	Notices Subscriptions Publications	1,229	877	2,175	3,420	2,225
82400	Utilities	2,286	2,951	2,500	2,931	3,020
82500	Contractual Services	6,243	8,070	8,630	7,225	11,138
82600	Repair & Maintenance Services	1,380	483	1,000	1,000	1,030
82700	Employee Programs	50	0	200	200	1,550
82800	Professional Development/Travel	130	438	2,900	1,625	2,200
83100	Office Supplies	14,769	16,258	18,000	15,936	18,731
83200	Operating Supplies	841	1,346	1,100	1,100	1,130
83500	Machinery & Equipment (<$25,000)	0	5,643	14,200	25,700	7,090
85100	Property & Liability Costs	0	4,532	4,506	4,807	5,584
85300	Permits	70,295	101,845	117,000	117,000	62,000
85500	Financial Fees	186,094	219,391	252,000	235,000	286,900
85900	Other Business Expenses	(300)	0	0	0	0
TOTAL OPERATIONS		296,568	370,680	448,111	426,686	427,218
TOTAL EXPENDITURES		**1,085,967**	**1,283,643**	**1,355,010**	**1,370,446**	**1,366,923**



PUBLIC SAFETY

Public Safety comprises the Police and Fire departments.

Police

David Rahinsky, Police Chief

It is the mission of the Franklin Police Department to create and maintain public safety in the City of Franklin. We do so with focused attention on preventing and reducing crime, enforcing the law and apprehending criminals.

The City has earned a national reputation as a safe and vibrant community. It is a testament to the dedication and professionalism of the sworn and civilian personnel of our agency that our Police Department is acknowledged to be amongst the finest in the South. The Franklin Police Department is currently the eighth largest in the State and continues to maintain amongst the lowest crime rate per capita in Tennessee. As the city continues to grow, the department will evolve in order to continue to exceed the needs and expectation of our residents, visitors, and employees.

The Franklin Police Department will continue to deliver professional, progressive, and responsive service to our community. The Franklin Police Department is responsible for protecting the citizens of Franklin from crime; investigating and apprehending those individuals who are suspected of breaking federal, state or local laws within the City limits; enforcing City ordinances and traffic laws; providing traffic control on the streets and schools in the City Limits of Franklin; providing information and education to the schools, citizen groups, and to the public about crime prevention, self-protection and the illegal use of narcotics.

In 2011, the Department introduced the *Mounted Patrol*, bringing a law enforcement tradition to a historic city. *Lieutenant Richard Verbosky* and *MP* now interact with residents and their children at City Parks and special events. The duo also patrols roads (and trails) less traveled, adding an increased level of security to 'off the beaten path' hikers and joggers.

We furthered our partnership with the Franklin Special School District by assigning *Officer Richard Cole* as a dedicated *School* Resource *Officer* at Freedom Intermediate School. Doing so has allowed us to improve communication between the Department and school staff, students, and their parents, resulting in enhanced safety and relationships.

The Department began regular *downtown area walking patrols.* The program has been well received, and is being expanded into other areas of the City that are conducive to walking a beat.

In 2009, our Department was the first police agency in Tennessee with the ability to receive anonymous inbound text message tips. In 2011, that ability was increased as the Department deployed a second component to that system: outbound alerting. With *FPD Safety Net*, the Department can now push outbound text message, email, and web alerts to subscribers about 'happening now' emergencies and events - information our residents need to keep them and their families informed, and safe. The service is free to our subscribers.

In October, we hosted our first-ever *Coffee with the Clergy*. During a continental breakfast at Police Headquarters, our community's 'men of the cloth' collaborated with 'men of the badge.' The meeting was extremely well attended and will be repeated during the first quarter of 2012.

The *Traffic Unit* spoke to more than 35 high school classes about the dangers of impaired and distracted driving, installed 268 child safety seats for parents, and partnered to provide 48 new car seats to needy families.

More than 300 impaired drivers were arrested on Franklin streets last year, making our City a safer place for everyone else on the road. To support our efforts, the Governor's Highway Safety Office provided the Department with a $50,000 grant in November to use for anti-DUI initiatives such as DUI checkpoints, saturation patrols, training, and equipment.

The Department's *K9 Unit* apprehended two burglars, and located a handgun used in the armed robbery of a gas station. Three new K9/handler teams completed basic training last year, including BOLO, the dog named by Franklin Special School District students. *Officer Brett Spivy* and his K9 partner, *Axel* made two traffic stops in July that resulted in the seizure of 350 pounds of marijuana being seized.

The Department's *Flex team* continues to be a viable component to the service and protection of the City. In 2011, Flex teamed up with the Tennessee Alcoholic Beverage Commission to conduct a series of alcohol integrity checks, all to ensure that establishments that serve or sell alcohol are doing their part to keep it out of the hands of minors. While the overwhelming majority of businesses were found to be doing the right thing, several were found in violation and charged appropriately. These charges raised awareness and stressed the importance of checking the ID of customers attempting to purchase alcoholic beverages.

Most visible last holiday shopping season, Flex Team members used their established relationship with mall management, merchants, and security to make a major impact on shoplifting at The Galleria. Last year's *"Not in our Mall"* campaign received wide spread public attention and support.

The *Criminal Investigation Division Shadow Program* was rolled out, providing interested patrol officers an extended, up-close look at the investigations that follow their initial response and report. The program has notably enhanced officer/detective communication, and improved understanding of how their actions affect one another.

The Special Victims Unit reached out to schools, churches, and civic groups to provide 18 presentations, empowering parents and their teens to say no to *'Risky Teen Behavior.'*

In Criminal Investigations, the deployment of a grant-obtained video enhancement system, and training of two detectives on its use is expected to increase our ability to solve crime with video evidence in 2012.

The dedicated team in our *Training Section* provided State-required firearms and in- service training to our sworn staff. In an effort to maximize training opportunities while minimizing

associated costs, they worked with outside training entities to host a variety of specialty schools at Headquarters. Doing so reduced associated travel expenses, and provided several free student slots for members of our Department in exchange for the use of Headquarters and our firing range as the venue.

Our acquisition of two refurbished specialty vehicles last year allowed us to replace antiquated SWAT and Critical Incident Response Team vehicles with a cost-effective solution. While these vehicles do not require daily use, they must stay mission-ready for immediate deployment. These variables made the purchase of refurbished vehicles a sound and fiscally responsible option.

The spirit of 'Protect and Serve' reached beyond our City Limits last year. Six officers volunteered their service to Tuscaloosa, Alabama residents after a deadly tornado ravaged their city and depleted their public safety resources. Our officers not only provided that community with needed relief, but brought a valuable set of lessons learned back to ours.

In 2011, staff of the *Public Affairs* Office made or coordinated 93 public appearances. They hosted or participated in 146 meetings, ranging from citywide special event planning meetings to meeting with our Citizens' Police Academy Alumni Association, as well as hosting training session with our Explorers, Franklin Police Volunteers, and neighborhood watch groups. Public Affairs coordinated support services for 55 special events in 2011, including parades, downtown festivals, and 5k races. Ninety-three women were empowered in 2011 with our free offering of Rape Aggression Defense courses.

Our community benefited from the more than 800 hours of service provided by Franklin Police Volunteers while the Franklin Police Explorers provided more than 300 hours of support.

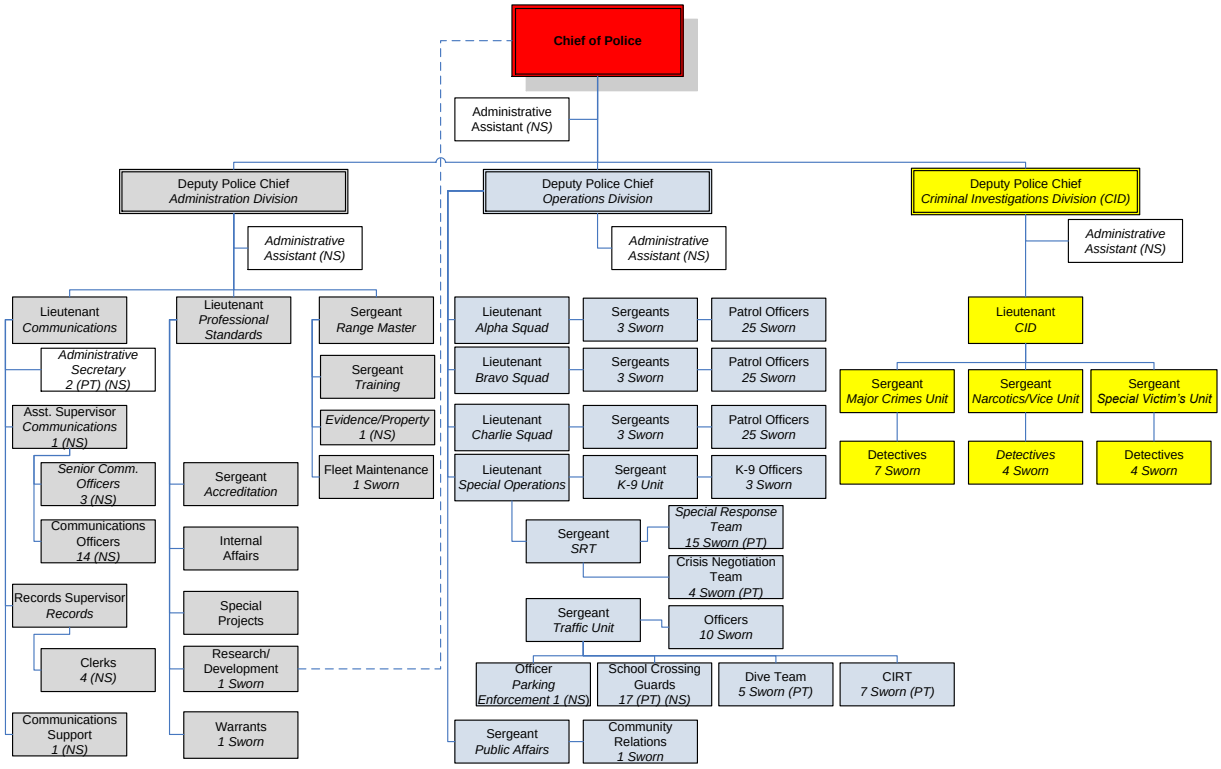
In an effort to quantify and measure our performance in a manner that allows us to compare ourselves with other law enforcement agencies, the following performance measures are closely monitored:

Measurement/Goal	**08**	**09**	**10**	**11**
Number of Offenses	2,380	2,643	2,781	2,564
Clearance Rate	44.79	48.51	51.92	45.32
Group A Crimes per 100,000	4,147	4,519	4,450	4,103
Number of Arrest	1,687	1,991	2,066	1,966
Total number of crashes	2,188	2,040	2,227	2,460

2012-2013 Outlook

In an effort to be fiscally responsible during this economic downturn, the Department will leave unfunded eighteen currently authorized positions. These positions consist of eleven uniformed officers, two detectives, two sergeants, two communications officers, and one records clerk.

Organizational Chart



City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Police
Personnel by Position

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	FY 2012 Not-Funded	FY 2013 Full-Time	FY 2013 Part-Time	FY 2013 Not-Funded
SWORN OFFICERS:							
Police Chief	25	1	0	0	1	0	0
Police Assistant Chief	24	1	0	0	0	0	0
Police Deputy Chief	23	2	0	0	3	0	0
Police Lieutenant	19	7	0	0	7	0	0
Police Sergeant	17	23	0	2	23	0	2
Detective	15	18	0	2	18	0	2
Police Officers	13	92	0	13	92	0	11
Police Officer (Research & Dev)	13	1	0	0	1	0	0
ADMIN & COMMUNICATIONS:							
Communications Supervisor	17	0	0	0	0	0	0
Asst Communications Supervisor	14	1	0	0	1	0	0
Records Supervisor	14	1	0	0	1	0	0
Administrative Assistant	12	4	0	0	4	0	0
Comm Center Support Coord	12	1	0	0	1	0	0
Evidence Technician	12	1	0	0	1	0	0
Sr. Communications Officer	12	3	0	3	3	0	0
Communications Officer	11	14	0	0	14	0	2
Administrative Secretary	10	0	2	0	0	2	0
Records Clerk	9	4	0	1	4	0	1
Parking Enforcement Officer	7	1	0	0	1	0	0
School Patrol (Part-Time)	---	0	17	0	0	18	0
	TOTALS	**175**	**19**	**21**	**175**	**20**	**18**

Narrative of Personnel Changes	New Position: Title	New Position: Pay Grade	Reclassification: From Job Title	Reclassification: To Job Title	Reclassification: Pay Grade (if reclassification creates new job title)
Elimination of Police Assistant Chief					
One (1) Additional Deputy Chief					
Police Sergeant-Two (2) -Not funded					
Detective-Two (2) - Not funded					
Eleven (11) Police Officers - Not funded					
Three (3) Sr. Communications Officers - Funded					
Communications Officer- Two (2) - Not funded					
Records Clerk-One (1) - Not funded					
One (1) Additional School Patrol (Part-Time)					

Departmental Career Development Path	Pay Grade	Requirements: Degree	Requirements: Experience	Requirements: Certifications
Police Chief	**25**			
Police Deputy Chief	**23**			
Police Lieutenant	**19**			
Police Sergeant	**17**			
Police Officer	**13**			

2011 honors:

- The Equine Service Award - Lieutenant Richard Verbosky
- National SWAT Team Competition, #4 in the U.S.- Officers Herman Gomez and Ryan Schuman
- Best Child Passenger safety Program in the U.S. -Traffic Unit
- Best TN Traffic Safety Program for agencies with 101-200 Officer- Traffic Unit
- Governor's Highway Safety Office *Director's Cup*- Officer Rachel Gober
- International Defensive Pistol Association *High Law Enforcement Award* and *1st* Place *Master Class stock* Service Pistol- Sergeant Scott Butler
- U.S. Attorney's Office Award for Excellence in Law Enforcement - Detective Stephanie Cisco
- U.S. Attorney's Office Award for Excellence in Law Enforcement- Detective Brett Kniss
- The Hope Award - Officer Brett Spivy
- U.S. Police Canine Association: Agility: 5th place National, 2nd Regional – Officer Brett Spivy (and Axel).

Budget Notes/Objectives
Police

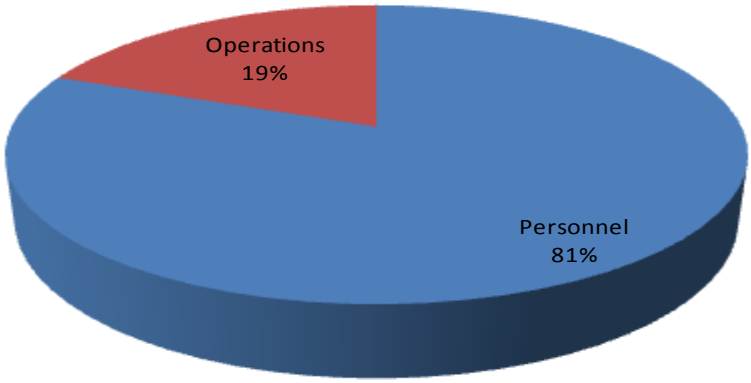
Personnel:
In its efforts to assist in cost containment needed for the 2013 budget, eighteen full-time positions have not been funded. Total personnel cost are 10,831,155.

Operations:
Operating costs are 2,603,536.

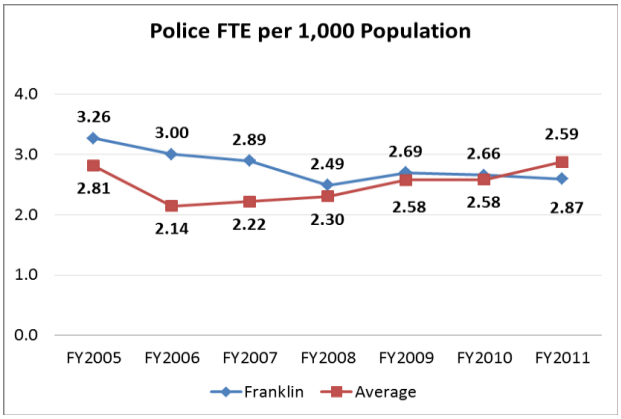
Capital:
There will be no capital request in 2013.

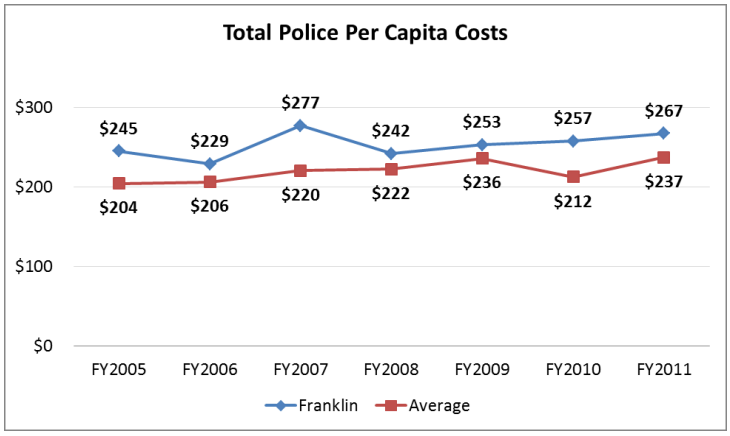
General Fund
Police

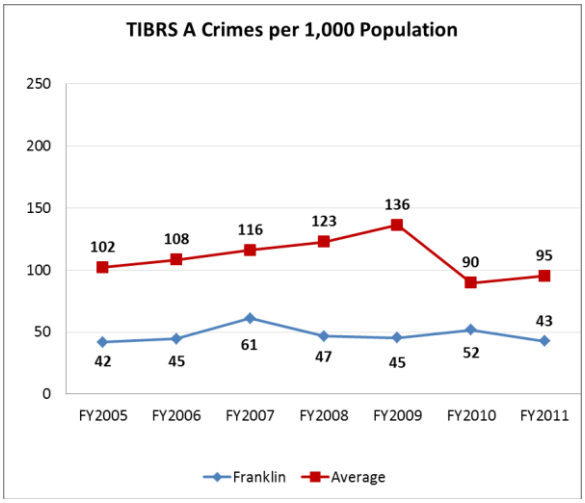
		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	7,640,114	7,524,919	7,327,484	7,721,500	7,505,711
81200	Officials Fees	0	3,200	3,200	3,200	3,200
81400	Employee Benefits	3,654,962	3,602,968	2,906,151	3,220,360	3,351,284
TOTAL PERSONNEL		11,295,076	11,131,087	10,236,835	10,945,060	10,860,195
OPERATIONS						
82100	Transportation Services	13,850	12,910	11,000	10,130	10,130
82200	Operating Services	63,804	59,660	62,000	46,500	46,500
82300	Notices Subscriptions Publications	69,350	68,733	32,700	37,500	37,500
82400	Utilities	246,725	433,930	408,100	416,886	416,886
82500	Contractual Services	126,817	174,135	0	5,000	5,000
82600	Repair & Maintenance Services	230,107	299,518	207,500	216,600	216,600
82700	Employee Programs	199,370	244,178	162,700	164,700	164,700
82800	Professional Development/Travel	7,338	5,174	8,000	9,500	9,500
83100	Office Supplies	41,691	47,487	46,400	41,000	41,080
83200	Operating Supplies	228,691	295,237	270,500	256,500	249,030
83300	Fuel & Mileage	284,846	345,653	300,500	350,000	346,000
83500	Machinery & Equipment (<$25,000)	190,923	259,591	295,580	216,400	216,400
83600	Repair & Maintenance Supplies	8,500	6,741	9,700	6,000	6,000
84000	Operational Units	167,812	222,956	92,650	99,650	96,150
85100	Property & Liability Costs	167,982	253,958	523,878	52,945	277,664
85200	Rentals	6,173	6,884	582,877	0	5,150
85300	Permits	62	0	0	0	0
85500	Financial Fees	50	0	0	0	0
85900	Other Business Expenses	10,671	2,134	7,500	0	7,730
86000	Debt Service and Lease Payments	0	427,485	540,452	429,452	411,000
TOTAL OPERATIONS		2,064,762	3,166,364	3,562,037	2,358,763	2,563,020
CAPITAL						
89500	Machinery & Equipment (>$25,000)	220,549	375,054	0	0	0
TOTAL CAPITAL		220,549	375,054	0	0	0
TOTAL EXPENDITURES		**13,580,387**	**14,672,505**	**13,798,872**	**13,303,823**	**13,423,215**

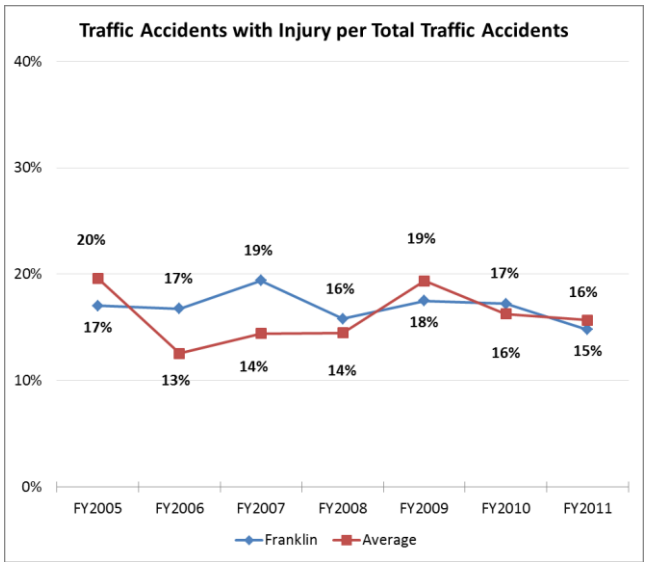


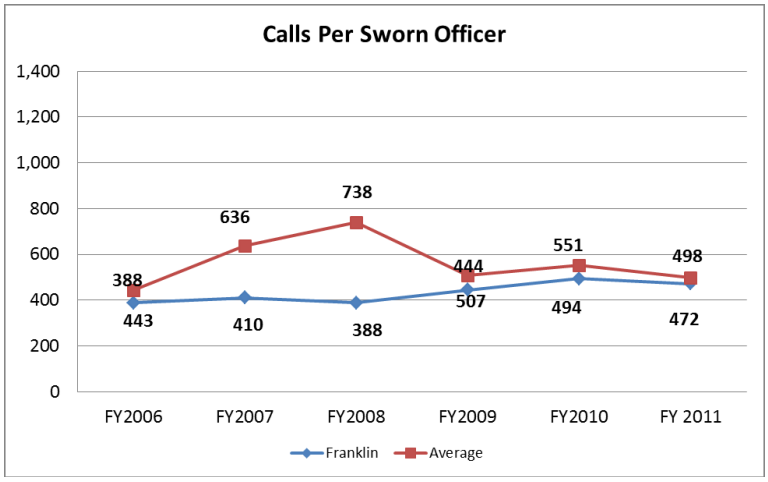
MTAS Benchmarking Program











**Note: Information from FY2011 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*

Drug Fund

For 2013, this fund anticipates new revenues approximate to estimated 2012. An operating amount of $145,500 has been budgeted for drug investigations.

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
25100	BEGINNING FUND BALANCE	335,343	253,229	269,691	269,691	255,332
35110	DRUG FINES RECEIVED	67,735	58,324	60,000	58,520	60,280
35200	CONFISCATED GOODS (FEDERAL)	25,292	72,998	40,000	100,000	103,000
35210	CONFISCATED GOODS (STATE)	1,226	6,179	2,000	2,000	2,060
36100	INTEREST INCOME	236	3,475	500	4,220	4,350
Total Available Funds		**429,832**	**394,205**	**372,191**	**434,431**	**425,022**
OPERATIONS						
82100	Transportation Services	0	0	6,000	380	2,000
82300	Notices Subscriptions Publications	0	0	42,000	4,307	31,500
82400	Utilities	0	4,517	0	0	0
82700	Employee Programs	0	0	20,000	10,159	25,000
83200	Operating Supplies	0	0	0	1,496	0
83500	Machinery & Equipment (<$25,000)	4,969	63,022	22,000	149,018	0
84000	Operational Units	25,935	25,752	49,500	6,188	42,000
85900	Other Business Expenses	27,278	31,223	47,400	7,551	45,000
TOTAL OPERATIONS		58,182	124,514	186,900	179,099	145,500
CAPITAL						
89500	Machinery & Equipment (>$25,000)	118,421	0	149,961	0	0
TOTAL CAPITAL		118,421	0	149,961	0	0
TOTAL EXPENDITURES		**176,603**	**124,514**	**336,861**	**179,099**	**145,500**
TOTAL UNALLOCATED FUNDS		**253,229**	**269,691**	**35,330**	**255,332**	**279,522**

Fire

Rocky Garzarek, Fire Chief

The Franklin Fire Department develops, organizes, equips and maintains the capability to deliver exceptional service to calls for help, anywhere in our City's 41.28 square miles, in 4:47 minutes or less (on average). We also provide mutual aid to surrounding communities when needs arise.

Measurement/Goal	**FY09**	**FY10**	**FY11**	**FY12** *(Goal)*
Goal - To maintain an average first unit response time (from receipt of dispatch to arrival) of four minutes or less to 90% of all emergency incidents.				
Average Response Time	4:29 minutes	4:21 minutes	4:47 minutes	4:00 minutes
Goal - To confine the fire to the room of origin for 90% of all interior structure fire incidents	81%	82%	82%	90%
Goal - To deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements.	100%	100%	100%	100%
Goal - To deliver adequate in-house fire suppression training to all personnel that enables each to meet the Tennessee Commission on Firefighting's 40-hour In-service Training Program	100% offered 100% Personnel Attended	100% Offered 100% Personnel Attended	100% Offered 100% Personnel Attendance	100% Offered 100% Personnel Attendance
Goal - To maintain an Insurance Services Rating of Class 2 or better.	2	2	2	2

Sustainable Franklin

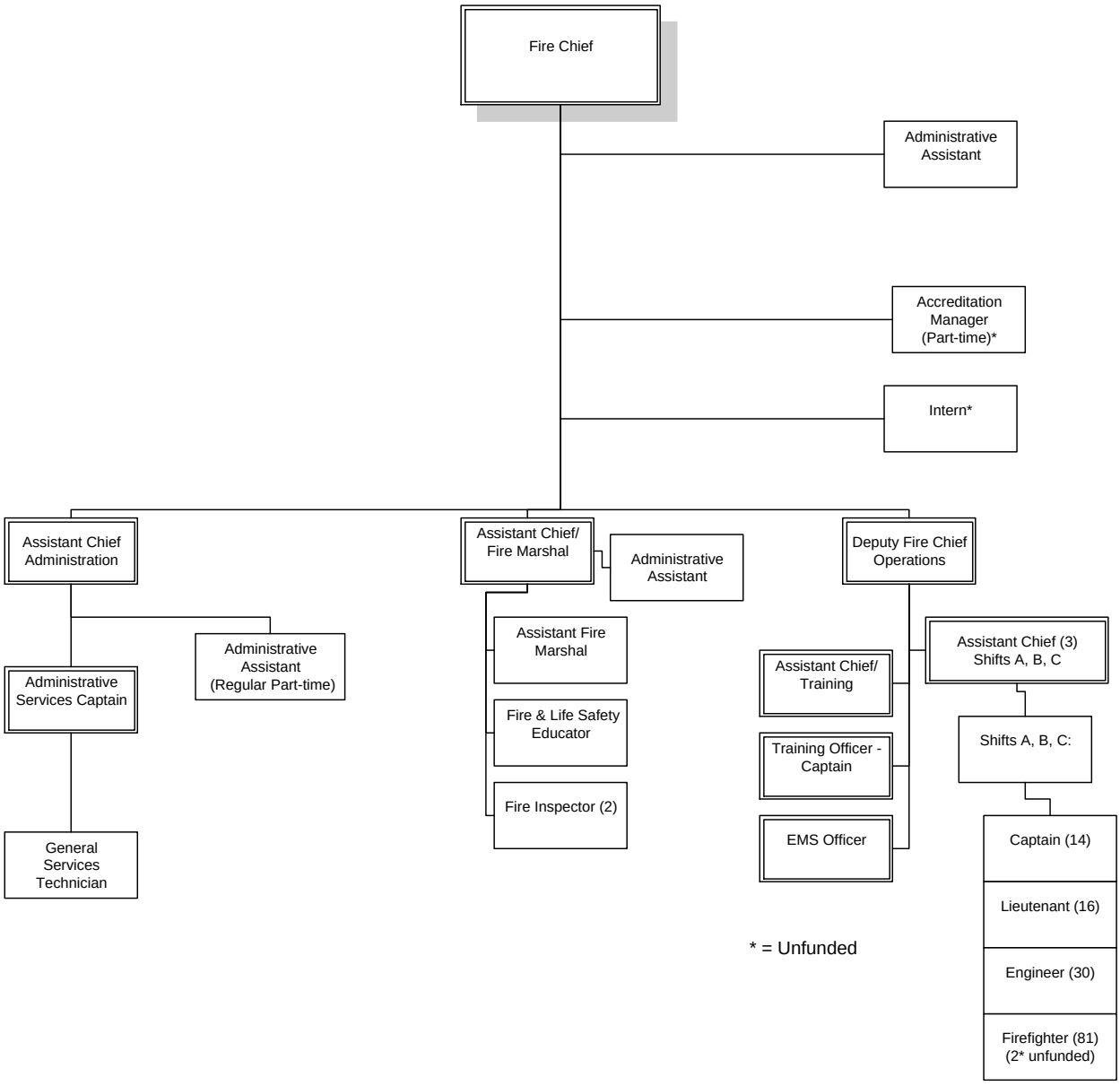
The Fire Department helps to promote “Green” in a number of ways. In November 2009, we implemented a Video Conferencing Solution that has reduced our combined travel by 700 miles per class. This has reduced fuel consumption by an average of 116 gallons per class while extending the life of our apparatus, extending the time interval between required maintenance, and reducing our emissions. This year we have increased our usage of this system to include EMS training, as well as, HR training. The department continues to increase the use of fleet maintenance thereby reducing travel to and from Smyrna. We continue to implement electronic documents combined with workflow processes reducing the need for printable materials and travel between our fire stations. The Department also participates in recycling of plastics and aluminum beverage containers, as well as paper products, and has incorporated LED lighting into the specification requirements for new apparatus.

2012-2013 Outlook

The Fire Department remains well aware of the current economic situation and keeps abreast of its future predictions. With this in mind, we have put forth what we believe to be a responsible and absolute "bare bones" budget.

The department has always and will continue to be prudent in the management of our budget resources. We will continue to implement measures such as: increase our usage of fleet maintenance; be prudent in our necessary travels; offer as much in-house training as possible; and modify our response plan when appropriate without sacrificing quality of services. We will make sacrifices whenever and however we can, and be forthcoming when we cannot.

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Fire
Personnel by Position

Position	HR Code	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	Not Funded	FY 2013 Full-Time	FY 2013 Part-Time	Not Funded
Fire Chief	1406	25	1	0	0	1	0	0
Fire Deputy Chief	1415	23	1	0	0	1	0	0
Assistant Chief/Administration	1401	21	1	0	0	1	0	0
Assistant Chief/ Shift Commander	1401	21	3	0	0	3	0	0
Assistant Chief/Training	TBD	21	0	0	0	1	0	0
Assistant Chief/ Fire Marshal	1420	21	1	0	0	1	0	0
EMS Officer	1419	20	1	0	0	1	0	0
Administrative Services Officer	1417	18	1	0	0	1	0	0
Fire Captain	1404	19	14	0	0	14	0	0
Training Officer (Captain)	1411	19	2	0	0	1	0	0
Fire & Life Safety Educator	1421	17	1	0	0	1	0	0
Fire Lieutenant	1409	17	16	0	0	16	0	0
Assistant Fire Marshal (Lt.)	1412	17	1	0	0	1	0	0
Fire Inspector	1418	16	2	0	0	2	0	0
Fire Engineer	1405	15	30	0	0	30	0	0
Firefighter	1407	13	81	0	5	81	0	2
Administrative Assistant	0016	12	1	0	0	2	0	0
Administrative Assistant (Part-Time)	0016P	12	0	1	0	0	1	0
General Services Technician	1416	9	1	0	0	1	0	0
Intern	0014	---	0	1	1	0	1	1
Accreditation Manager	TBD	---	0	1	1	0	1	1
		TOTALS	**158**	**3**	**7**	**159**	**3**	**4**

Narrative of Personnel Changes	New Position Title	New Position Pay Grade	Reclassification From Job Title	Reclassification To Job Title	Reclassification Estd PG
Two (2) Firefighters - Not funded					
Add one (1) Administrative Assistant	Administrative Assistant	12			
Recalssification of one (1) Training Captain to Training Asst Chief			Training Captain	Training Asst Chief	21
Intern - Not funded					
Accreditation Manager (part-time) - Not funded					

Budget Notes/Objectives
Fire

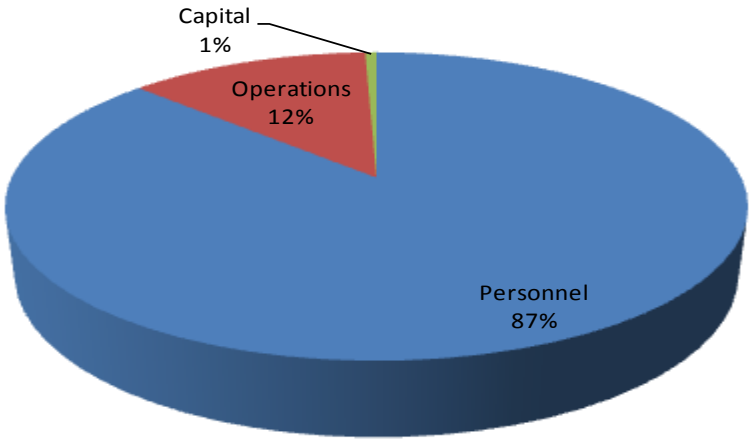
We continue to eliminate funding for two (2) vacant firefighter positions, an Accreditation Manager (part-time) and an intern. Our requests reflect the addition of a full time Administrative Assistant and the reclassification of a Training Captain to Training Chief. A pay stipend is requested for on-shift firefighter/fire inspectors. In addition, three (3) of the previously unfunded vacant firefighter positions will be filled in mid-August. Hiring of these firefighters will be timed with the hiring of nine (9) currently vacant firefighter positions to facilitate one recruit class which will save money and increase safety and the effectiveness of the training program.

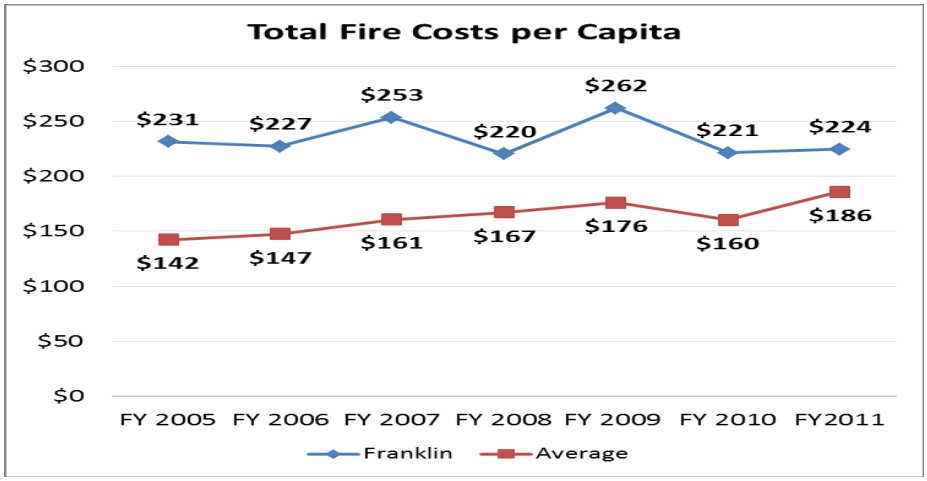
We are being challenged to reduce our Operational requests with an 8% reduction. With costs for services continuing to climb in an uncertain financial climate, we will do our best to achieve this targeted goal.

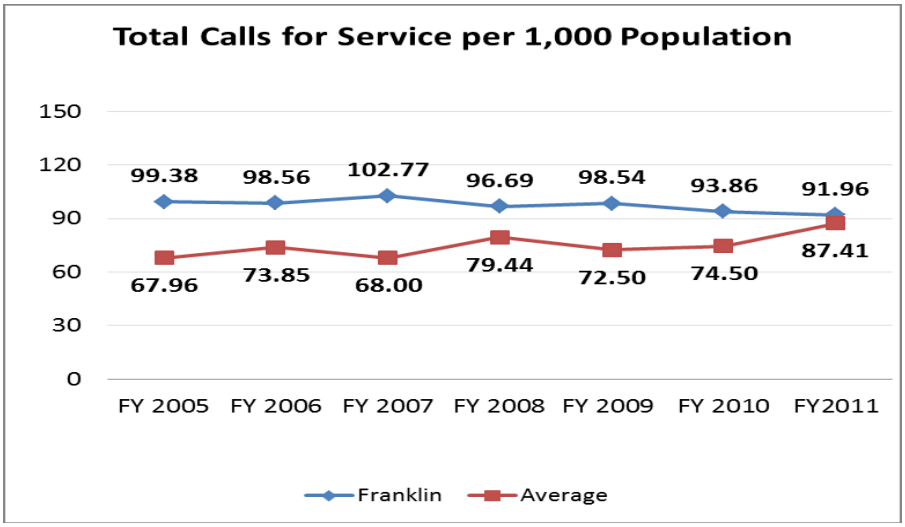
Capital requests seek to replace existing automated external defibrillators that are nearing the end of their support life. These devices are used to monitor patients with heart related medical conditions.

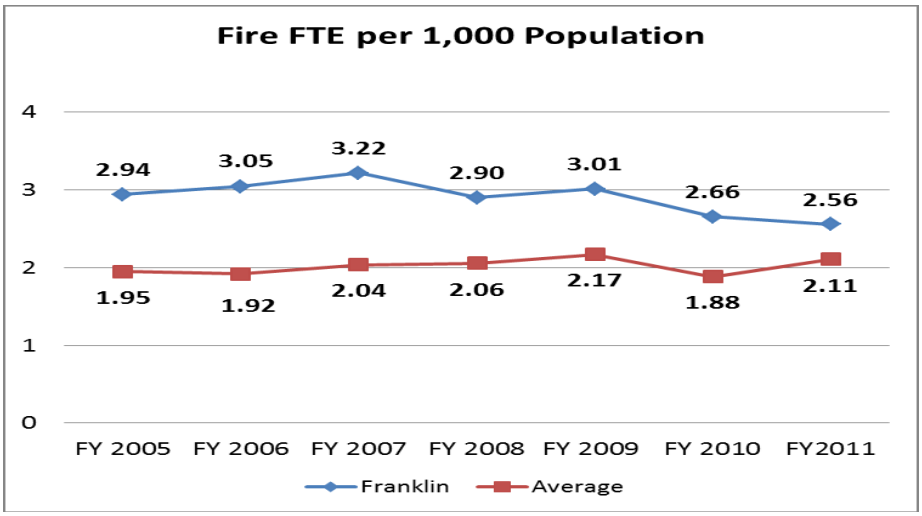
General Fund
Fire

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	7,523,394	7,624,318	7,319,341	7,611,200	7,547,264
81400	Employee Benefits	3,701,675	3,577,366	3,406,898	3,390,462	3,527,960
TOTAL PERSONNEL		11,225,069	11,201,684	10,726,239	11,001,662	11,075,224
OPERATIONS						
82100	Transportation Services	1,482	1,078	2,800	2,118	2,900
82200	Operating Services	73,172	87,827	99,410	102,800	86,690
82300	Notices Subscriptions Publications	19,792	32,134	44,595	32,200	42,295
82400	Utilities	195,138	200,628	214,400	212,280	219,000
82500	Contractual Services	5,484	21,688	27,700	67,691	27,800
82600	Repair & Maintenance Services	241,758	267,544	405,700	433,170	320,600
82700	Employee Programs	25,957	21,129	45,130	38,000	40,950
82800	Professional Development/Travel	20,210	23,596	27,065	27,065	28,828
83100	Office Supplies	10,798	11,488	13,850	12,650	13,800
83200	Operating Supplies	70,742	91,428	166,365	158,815	164,900
83300	Fuel & Mileage	66,841	82,363	85,000	85,000	85,000
83500	Machinery & Equipment (<$25,000)	58,266	146,541	307,237	291,875	285,269
83600	Repair & Maintenance Supplies	47,413	45,417	57,950	57,200	56,950
84000	Operational Units	0	31,051	8,000	7,500	8,000
85100	Property & Liability Costs	91,642	182,684	127,055	135,400	156,913
85200	Rentals	0	0	500	500	500
85300	Permits	1,891	2,139	4,920	4,920	3,926
85900	Other Business Expenses	(100)	(60)	0	0	0
86000	Debt Service and Lease Payments	0	0	75,000	75,000	56,302
TOTAL OPERATIONS		930,486	1,248,675	1,712,677	1,744,184	1,600,623
CAPITAL						
89500	Machinery & Equipment (>$25,000)	41,666	24,853	30,800	0	75,000
TOTAL CAPITAL		41,666	24,853	30,800	0	75,000
TOTAL EXPENDITURES		12,197,221	12,475,212	12,469,716	12,745,846	12,750,847









**Note: Information from FY2011 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*

FINANCE & ADMINISTRATION

Finance & Administration comprises **Finance**, **Municipal Information Technology**, **Purchasing**, **City Court**, **Solid Waste** and **Transit**. (It also includes Water & Wastewater which is included in a separate budget document).

In addition to providing effective stewardship over public funds and assets, this part of City government provides financial management leadership and legislative support to the Board of Mayor and Aldermen.

Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for the City's 2010 Comprehensive Annual Financial Report (20th year).
- Government Finance Officers Association (GFOA) award for budget presentation for the City's 2012 budget document (4th year).
- Established Fuel Hedging initiative with Davidson County. City has saved over $200,000 in its fuel costs in 2012.

Finance

Russell Truell, Assistant City Administrator
Mike Lowe, Comptroller

The Finance Department oversees the security and management of the City's financial and property interests. The Department helps the City Administrator prepare, implement and monitor the City's annual capital and operating budgets. The department also plans and executes the issuance of bonds and other financing mechanisms available to municipalities.

The Finance Department provides financial services for the City of Franklin. These include: (1) Financial Accounting and Reporting, (2) Investment of Temporarily Idle Funds, (3) Maintaining and Reconciling City Bank Accounts, (4) Issuing Employee Payroll, (5) Issuing Vendor Payments, (6) Internal Audits, and (7) Ensuring that the Annual External Financial Audit is Conducted.

FINANCE DEPARTMENT PERFORMANCE MEASURES					
Measurement/Goal	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimated**	**FY 2013 Goal**
1. To exceed the return on investments of the LGIP	3.75% average to LGIP's 1.61%	2.08% average to LGIP's .39%	1.79% average to LGIP's .22%	1.60% average to LGIP's .12%	Exceed LGIP average by minimum 1%
2. To pay average interest rate on debt below rate on 20-year Treasury notes	3.84% annual average to Treasury's 4.11%	1.73% annual average to Treasury's 4.03% (primarily due to variable rate on TN Bond Fund)	2.63% annual average to Treasury's 3.62% (primarily due to variable rate on TN Bond Fund)	1.72% annual average to Treasury's (estimated) 3.62% (primarily due to variable rate on TN Bond Fund)	Continue annual average below Treasury's by minimum .25%
3. To retain the City's Triple AAA rating (for consecutive months)	102 months since attained December 1999	114 months since attained December 1999	126 months since attained December 1999	138 months since attained December 1999	150 months since attained December 1999
4. To have City's rating affirmed by multiple rating agencies (maximum = 3)	1	2	2	2	2
5. To achieve the GFOA Annual Report award for financial reporting annually	17th consecutive (for FY 2007)	18th consecutive (for FY 2008)	19th consecutive (for FY 2009)	20th consecutive (for FY 2010)	21st consecutive (for FY 2011)
6. To achieve the GFOA Budget Report award annually	1st award (for FY 2009 budget)	2nd award (for FY 2010 budget)	3rd award (for FY 2011 budget)	4th award (for FY 2012 budget)	5th award (for FY 2013 budget)
7. To increase use of electronic payments for payroll (percent paid by ACH)	88%	91%	93%	97%	98-100%
8. To increase use of electronic payments for AP (percent paid by ACH)	10%	18%	20%	22%	24%

Sustainable Franklin

Four years ago, the Finance Department began utilizing GreenEmployee (formerly Employee Desk), software that allows employees to view their paystubs online, eliminating the need for paper stubs and envelopes. We have continued our efforts to encourage employees to use GreenEmployee. This continued effort has resulted in 346 employees utilizing GreenEmployee and a reduction of paper and envelopes by 51%!

In the same spirit of saving both paper and money, the Finance Department is being proactive in setting up vendors to be paid by ACH. Additionally, if vendors are found to accept purchasing cards, invoices are to be paid by that method.

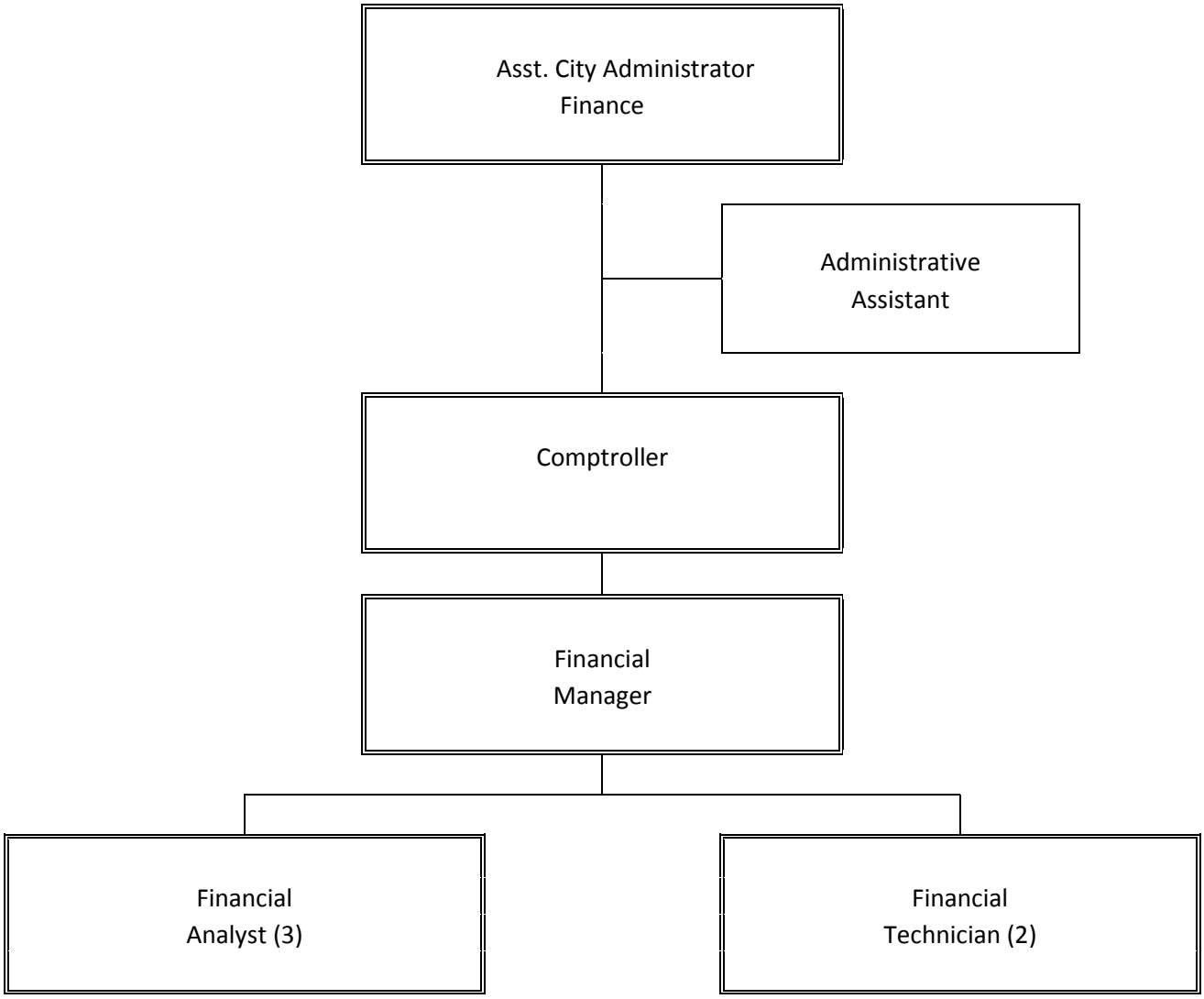
The Finance Department has also sought to reduce paper use by changing printing habits. This has been done by installing software that allows documents to be printed to a file rather than paper. Additionally, the department has worked to limit the printing of reports that can be reproduced later if needed.

2012-2013 Outlook

Goals:
As the Finance Department continues to encourage all employees to receive their bi-weekly paystubs electronically via GreenEmployee, the goal has been set to discontinue printing paper checks for payroll. The use of direct deposit and the availability of payroll cards will reduce the use of expensive check stock, envelopes and postage, as well as the manpower required to investigate and report outstanding payroll checks.

The Finance Department will continue to require ACH information for new vendors, allowing the further reduction of office supplies, postage and manpower.

Organizational Chart



* One additional position is approved on a part-time basis to assist in busy periods (audit, budget, etc.)

Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Finance
Personnel by Position

Position	Pay Grade	FY 2012		Not Funded	FY 2013		Not Funded
		Full-Time	Part-Time		Full-Time	Part-Time	
ACA Finance	**26**	1	0	0	1	0	0
Comptroller	**23**	1	0	0	1	0	0
Financial Manager	**19**	1	1	0	1	1	0
Financial Analyst	**17**	3	0	0	3	0	0
Administrative Assistant	**12**	1	0	0	1	0	0
Financial Technician 1 / 2 / 3	**12/TBD/TBD**	2	0	0	2	0	0
	TOTALS	**9**	**1**	**0**	**9**	**1**	**0**

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Three staff members are currently pursuing State's Certified Municipal Finance Officer (CMFO) certification with anticipated completion in January 2013.					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
ACA Finance	**26**			
Comptroller	**23**			
Financial Manager	**19**			
Financial Analyst	**17**			
Financial Technician 3	**TBD**			
Financial Technician 2	**TBD**			
Financial Technician or Administrative Assistant	**12**			

Budget Notes/Objectives
Finance

Department Objectives:
The department is striving to achieve efficiencies in processing Accounts Payable, Payroll and recording of Fixed Assets through training, reconciliations, and cost control initiatives. To help achieve those goals, cross-training on a variety of tasks is planned for everyone in the Department.

Personnel:
There are no changes in personnel proposed. (The department has one current vacancy).

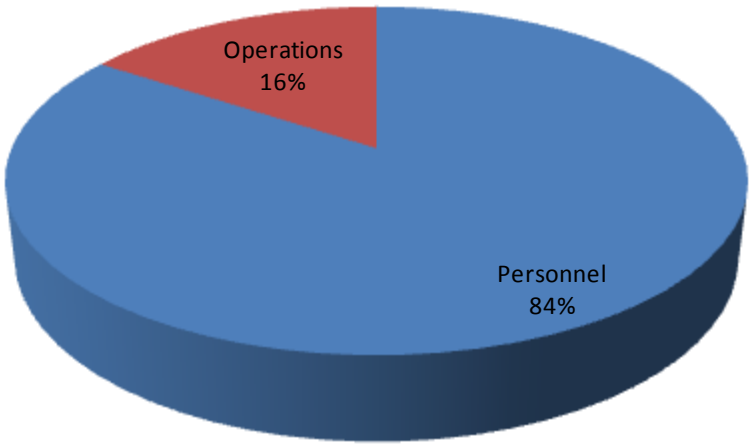
Operations:
Operating costs are increased primarily due to a full year of investment advisory services (investment fees) that began in 2012.

(Note: The department's 2012 estimated actual exceeds budget 2012 due to investment related costs incurred for both assistance with selecting the city's investment advisor (consultant services) and the start of the advisory services (investment fees) in November. The department began the services earlier than anticipated in the budget due to the vacancy mentioned above that handled investments).

Capital:
There are no capital costs proposed.

General Fund
Finance

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	556,340	523,050	485,400	494,500	503,686
81400	Employee Benefits	225,840	214,516	191,972	182,789	193,535
TOTAL PERSONNEL		782,180	737,566	677,372	677,289	697,221
OPERATIONS						
82100	Transportation Services	2,896	2,648	2,000	2,000	2,000
82200	Operating Services	1,316	1,719	1,500	1,750	1,750
82300	Notices Subscriptions Publications	4,194	6,719	3,000	3,100	3,100
82400	Utilities	3,597	3,650	3,765	3,800	3,800
82500	Contractual Services	8,140	2,224	5,000	20,000	10,000
82600	Repair & Maintenance Services	1,625	705	400	1,000	1,000
82700	Employee Programs	0	2,400	0	0	0
82800	Professional Development/Travel	6,034	8,256	9,570	10,370	10,370
83100	Office Supplies	5,300	5,586	3,800	4,700	4,700
83200	Operating Supplies	33	62	0	0	0
83500	Machinery & Equipment (<$25,000)	1,176	17,558	30,000	31,242	20,000
83600	Repair & Maintenance Supplies	234	248	400	450	450
85100	Property & Liability Costs	2,587	3,742	3,721	3,971	4,611
85300	Permits	0	400	0	0	0
85500	Financial Fees	81,733	43,489	48,000	58,000	68,000
85900	Other Business Expenses	(24)	0	0	0	0
TOTAL OPERATIONS		118,841	99,406	111,156	140,383	129,781
CAPITAL						
89500	Machinery & Equipment (>$25,000)	20,000	0	0	0	0
TOTAL CAPITAL		20,000	0	0	0	0
TOTAL EXPENDITURES		**921,021**	**836,972**	**788,528**	**817,672**	**827,002**



Municipal Information Technology

Fred Banner, Director

The Municipal Information Technology (MIT) Department interacts closely with every department to assess current and future technology requirements. The department installs and ensures proper functioning of licensed software; administers multiple city-wide databases; installs and repairs hardware; manages networking and communication systems; maintains the City of Franklin's website; and provides end-user training. The MIT Department also provides the City's Geographic Information System (GIS), made up of layers of data, aerial photographs, and databases. This information is used to create digital and paper maps, plan for the future of Franklin, prepare for natural and manmade disasters, expedite EMS response, and track development. Currently the GIS Division works with 20,569 parcels within limits (41.51 square miles) plus another 4,173 in the Urban Growth Boundary.

Measurement / Goal	FY11	FY12	FY13
Number of ArcMap Licenses –GIS	67	70	80
Number of 800 MHz Radios (Motorola)	688	724	730
Number of Cell Phones (Verizon Wireless)	277	251	260
Number of Wireless Lines (Verizon Wireless)	442	427	435
Number of Active User Extensions –Phone System (Cisco Systems)	489	506	510
Number of Desktop Computers	397	410	500
Number of Laptops	227	227	300
Number of Servers	68(13)*	53(18)*	53(50)*
Help Desk / HelpStar Requests by Category:			
800 MHz Radios	74	114	120
Financial Applications	75	85	90
FIRE –Computer Technology	201	200	200
GIS	147	211	230
Hardware	375	330	350
Phones	324	375	350
Police – Computer Technology	431	690	700
Printers	160	162	161
Software	934	1270	1350
Visions	21	5	10
Web Related	259	225	235

* physical servers of which virtual are in ( ).

Stats / Zone Summary for 800 MHz System: From January 1, 2010 to January 1, 2011	
Total Active Calls: Jan.1,2011 to Jan.1, 2012	874,661
Duration:	3,1155.05:3 (hours/minutes/seconds)
Total Push to Talks:	1,740,500
Average Voice Call Duration:	0:00:13 (seconds)

Sustainable Franklin

The MIT Department continues to promote "Green" by targeting approximately 300 computers to be a part of the Energy Savings Group. These workstations are scheduled to shut down nightly at 9 pm. They do not come back on unless the user powers them on. The department continues to participate in "server virtualization." Virtualization is a method of partitioning a single physical server into multiple servers. In 2012 we reduced fifteen servers to one and plan to continue this process in 2013.

Our department began recycling wireless phones with e-Cycle instead of selling them on Gov.Deals. This company partners with Verizon Wireless. Retired phones retain sensitive data and they also contain toxic materials. Not only will the City continue to recover financial value from obsolete devices, we will be protecting sensitive data from unintended exposure and also help protect the environment from electronic waste since all material sent to e-Cycle is recycled.

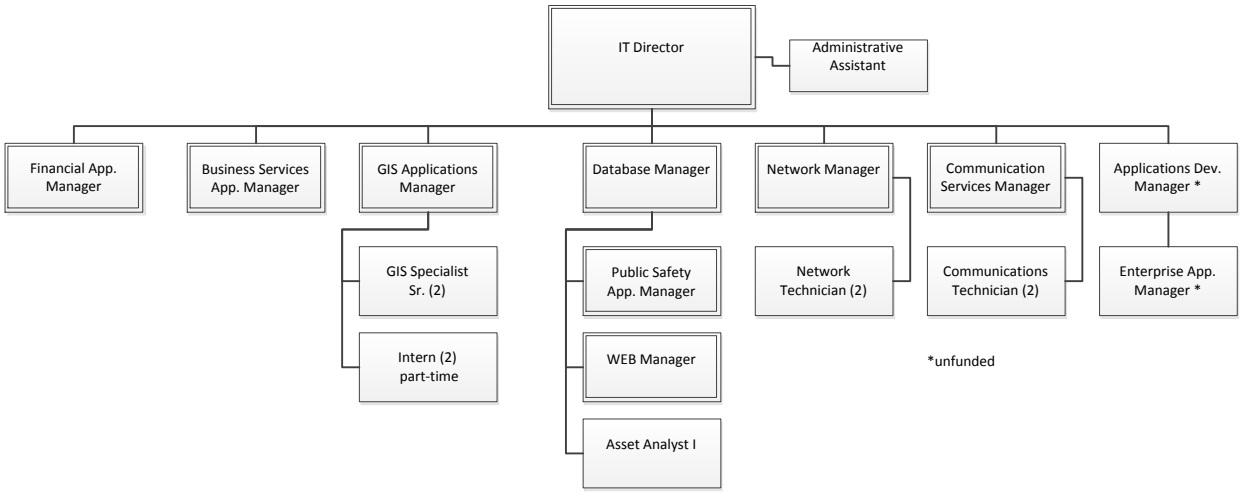
All of our retired computer hardware is picked up by a local recycle facility. Disk drives are shredded and the remaining hardware is broken down. If the components can be reused to build another computer system, these units are donated to Boys and Girls Clubs in Tennessee. Recently, this entity has started to accept monitors.

Department Objectives:

We strive to provide City employees the hardware and software necessary to perform their duties in an efficient manner by keeping the hardware operational and software updated with the latest changes when possible. Data is backed up daily and maintained at three offsite facilities.

For the citizens and other users, we provide information access (as up to date as possible) via WEB site access and other social media products. Map information is available via the WEB as well as hard copy prints.

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - MIT
Personnel by Position

Position	Pay Grade	FY 2012			FY 2013		
		Full-Time	Part-Time	Not Funded	Full-Time	Part-Time	Not Funded
MIT Director	**24**	1	0	0	1	0	0
Applications Development Manager	**22**	1	0	0	1	0	1
Communications Services Manager	**21**	1	0	0	1	0	0
Database Adm/Webmaster	**21**	1	0	0	1	0	0
Database Manager	**21**	1	0	1	1	0	0
GIS Applications Manager	**21**	1	0	0	1	0	0
Financial Applications Manager	**21**	1	0	1	1	0	0
Business Services Applications Manager	**20**	1	0	0	1	0	0
Enterprise Applications Manager	**20**	1	0	1	1	0	1
Network Manager	**20**	1	0	0	1	0	0
Public Safety Applications Manager	**20**	1	0	0	1	0	0
GIS Specialist Sr	**19**	2	0	0	2	0	0
Communications Technician	**16**	1	0	0	2	0	0
Network Technician	**16**	2	0	0	2	0	0
Administrative Assistant	**12**	1	0	0	1	0	0
Asset Analyst I	**TBD**	0	0	0	1	0	0
Intern	**---**	0	1	0	0	2	0
	TOTALS	**17**	**1**	**3**	**19**	**2**	**2**

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Titl	To Job Title	Pay Grade (if reclassification creates new job title)
Database Manager - Fund		**TBD**			
Enterprise Applications Manager - Not funded					
Asset Analyst I - Added		**TBD**			
Communications Technician - One Added		**16**			
Applications Development Manager - Not funded					
Financial Applications Manager - Fund		**TBD**			
Intern - One Added					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives
MIT

Personnel:
MIT has two positions unfunded for the 2013 budget year. The Enterprise Application Manager was unfunded in 2012 and will remain the same in 2013. The Application Development Manager is unfunded in 2013. Our Application Development Manager will assume the title of the Financial Manager. The Database Manager position that was frozen in 2012 will be an active position in 2013. The part time position for the Data Base position is eliminated in 2013. We will continue our contract programming position in 2013. The cost for this position is included in our budget tagged to "Temporary Work by Non-City employees".

We are requesting another Intern for 2013 with a limit of 1000 for each. In past years we have utilized two interns and are requesting the same for next year. Another position as Communication Technician is requested due to increased work load in that area. A new position (Asset Analyst I) is requested for our Enterprise area. This is needed for continued asset management in our ERP system.

Operations:
Maintenance costs for 2013 have increased around 25% over 2012. Part of this is due to the age of some of our equipment and system support fees. Most of our application systems have a one year free maintenance. Once this time expires, we have to begin support payments.

We received notice that the aerial fly to obtain Pictometry data for us was completed. We should receive this in June. The remaining portion ($36,000) will be paid in 2013 once we have verified the data. Available of this data to our employees and the public is slated for the second quarter of calendar 2012.

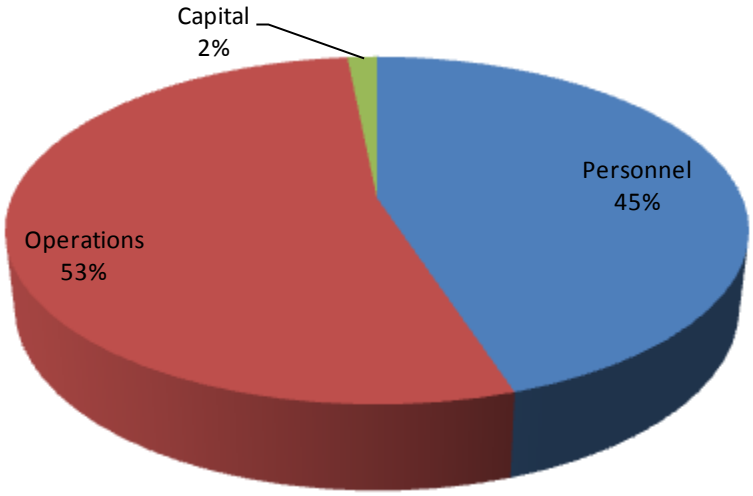
Other projects we will address in 2013 are: start planning for desk top virtualization; complete fiber redundant ring for Wi-Fi and VOIP phone system; continue virtualization of our server environment; plan for server farm move to Police Department; plan for 800MHz radio system upgrade; submit three year organization staffing requests; update job descriptions; update internet and social media policies and catch up on education and training for MIT staff that was not available in the past three budgets.

Capital:
Our budget contains additional disk storage needs for IT (data storage). The total for 2013 is $60,000. Since these components are each less than $25,000 this cost appears in equipment less the 25,000.

We are reviewing some additional modules for our Enterprise System and if we have user acceptance, they may be added in 2013. The first is an Asset Valuation Module for Finance. Second is a Building Module for all our facilities. Last is a Condition Monitoring Module that will monitor data from our SCADA systems and generators and generate work orders for maintenance and or emergency action.

General Fund
MIT

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	863,375	802,634	951,386	1,029,400	1,004,469
81400	Employee Benefits	329,129	311,166	286,672	287,619	315,734
TOTAL PERSONNEL		1,192,504	1,113,800	1,238,058	1,317,019	1,320,203
OPERATIONS						
82100	Transportation Services	3,697	1,076	3,500	3,500	3,610
82200	Operating Services	646	404	700	700	520
82300	Notices Subscriptions Publications	3,025	2,148	2,200	2,200	3,710
82400	Utilities	66,690	60,057	83,300	83,300	85,800
82500	Contractual Services	477,290	632,027	965,000	965,000	1,109,350
82600	Repair & Maintenance Services	4,715	18,207	7,000	7,000	13,200
82700	Employee Programs	0	976	5,000	5,000	6,500
82800	Professional Development/Travel	10,005	22,348	35,000	35,000	65,000
83100	Office Supplies	5,310	4,846	6,000	6,000	7,000
83200	Operating Supplies	1,172	56	1,500	1,500	1,700
83300	Fuel & Mileage	1,258	1,860	1,700	1,700	2,210
83500	Machinery & Equipment (<$25,000)	41,631	34,797	80,500	75,000	128,670
83600	Repair & Maintenance Supplies	7,475	2,198	1,000	1,000	2,800
85100	Property & Liability Costs	7,838	6,669	6,631	7,075	8,216
85200	Rentals	0	506	0	0	1,200
85900	Other Business Expenses	534	15	1,000	1,000	1,030
86000	Debt Service and Lease Payments	0	128,541	128,540	128,540	128,540
TOTAL OPERATIONS		631,286	916,731	1,328,571	1,323,515	1,569,056
CAPITAL						
89500	Machinery & Equipment (>$25,000)	47,500	32,494	84,500	84,500	45,000
TOTAL CAPITAL		47,500	32,494	84,500	84,500	45,000
TOTAL EXPENDITURES		**1,871,290**	**2,063,025**	**2,651,129**	**2,725,034**	**2,934,259**



Purchasing Office

Brian Wilcox, Purchasing Manager

Procurement of goods and services not related to construction that is valued at or above the public advertisement / sealed submittal threshold, currently $25,000, is normally facilitated by the Purchasing Office, along with some procurements that are common to multiple departments. In addition, the Purchasing Office: administers the City's purchasing card program, which allows, within card-specific spending limits, for purchases to be made by departmental staff by means of City-issued credit cards; administers fuel purchasing for the City's vehicle and equipment fleet; and facilitates on an as-needed basis the lawful disposal of surplus property, including both real and personal property of the City, and, at the discretion of the department, any lost or stolen property recovered by or turned over to the City.

Measure		Actual FY2011	Projected FY2012	Proposed FY2013
Number per year of formal procurement solicitations[1,2] processed by the Purchasing Office		31	23[3]	30
Average **number** of calendar days from date of requisition to award of procurement for formal procurement solicitations[1,2] processed by the Purchasing Office		70	90[3]	70
Number and **value** of purchasing card transactions processed (by fiscal year), and **value** of City's rebate earned for total spend, net of credits (by calendar year)		15,668	17,000	17,500
		$3,741,638	$4,500,000	$4,800,000
		$29,572	$37,476	$40,000
Average **number** of calendar days (from receipt of card request to receipt of delivered card) for…	… purchasing card	4	4	4
	… fleet fuel pin number	4	3	3
	… fleet fuel vehicle card	5	5	5
Number and **value** of proceeds (before fee paid by City for electronic auction services) from electronic auctions of surplus personal property, and **fee** paid by City for electronic auction services		87	59[3]	70
		$242,753.04	$180,457.49[3]	$200,000
		$18,223.46	$13,548.18[3]	$15,000

[1] Involving sealed submittals (i.e., bids, proposals, and statements of qualifications) received pursuant to published legal notice.

[2] The City's public advertisement / sealed submittal threshold is currently $25,000, pursuant to Ordinance No. 2010-72.

[3] Year to date.

Sustainable Franklin

1. To promote the responsible stewardship of the City's financial and environmental resources, the City of Franklin Purchasing Office encourages its client departments of the City to consider the life-cycle cost and environmental implications of their product selections. For example, in addition to purchase price, consider:

   - Operational and maintenance costs
   - Residual value
   - Disposal costs
   - The time value of money
   - Recycled content
   - Energy and/or fuel efficiency
   - Whether it comes with minimal and recyclable packaging
   - Whether it is readily reusable and/or refillable
   - Whether it is readily recyclable
   - Whether it is less or non-toxic both during and after its service life

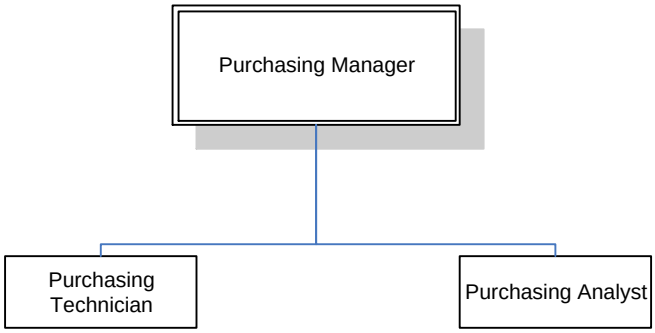
   A focus on such "sustainable purchasing" not only has environmental benefits but also will be of economic value to the City (by yielding better resale values and lower disposal costs, for example).

2. Promote practice of the adage, "Reduce, reuse, recycle." Within the context of disposal of the City's surplus personal property (e.g., vehicles, equipment, furniture), the Purchasing Office first seeks to reallocate such surplus property to another department or office of the City that has need for it. Most surplus property for which no department or office of the City has further need but which has any value is sold by means of electronic auction and thus is at least temporarily diverted from the waste stream and landfill disposal.

3. For the economical and eco-friendly disposal of used ink cartridges for table-top printers, copiers and fax machines, the Purchasing Office promotes the use of a collection and reuse service offered by one of the City's office supplies vendors.

4. The Purchasing Office has had half of the fluorescent light bulbs in the office ceiling fixtures disconnected, and turns off all of its office lights whenever the office is empty for more than a few minutes.

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Purchasing
Personnel by Position

Position	Pay Grade	FY 2012		FY 2013	
		Full-Time	Part-Time	Full-Time	Part-Time
Purchasing Manager	21	1	0	1	0
Purchasing Analyst	t.b.d.	1	0	1	0
Purchasing Technician	12	1	0	1	0
	TOTALS	3	0	3	0

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifica-tions
Purchasing Manager	21	Yes	5 yrs	CPP0 within 2 yrs if not an MPA
Purchasing Analyst	t.b.d.	Preferred	3 yrs	CPPB within 4 yrs
Purchasing Technician	12	No	2 yrs	CPPB within 5 yrs preferred

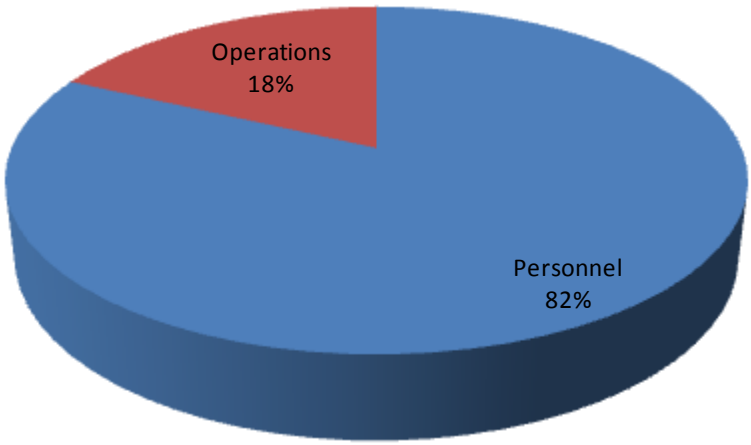
Budget Notes/Objectives
Purchasing

The Purchasing Office budget for FY2013 proposes:

- to purchase or acquire a license to use purchasing software.

General Fund
Purchasing

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	96,930	92,576	132,351	100,500	134,247
81400	Employee Benefits	52,191	41,797	46,348	48,230	46,990
TOTAL PERSONNEL		149,121	134,373	178,699	148,730	181,238
OPERATIONS						
82100	Transportation Services	3	22	50	50	50
82200	Operating Services	0	228	150	225	225
82300	Notices Subscriptions Publications	2,015	2,136	2,665	2,298	3,185
82400	Utilities	480	426	750	0	770
82500	Contractual Services	0	0	20,000	20,100	20,100
82800	Professional Development/Travel	1,438	1,491	6,150	2,529	11,175
83100	Office Supplies	136	305	600	480	920
83200	Operating Supplies	0	5	50	0	100
83300	Fuel & Mileage	0	0	0	250	300
83500	Machinery & Equipment (<$25,000)	0	1,042	2,000	3,000	2,000
85100	Property & Liability Costs	517	748	744	794	922
TOTAL OPERATIONS		4,589	6,403	33,159	29,726	39,747
TOTAL EXPENDITURES		**153,710**	**140,776**	**211,858**	**178,456**	**220,985**



HISTORIC
FRANKLIN
TENNESSEE

Municipal Court

Steve Sims, Assistant City Recorder & City Court Clerk

Mission: Our mission is to effectively, efficiently, accurately and professionally handle and process city ordinance violations; to create and sustain customer oriented quality service that provides maximum access to the court and promotes public confidence in the court system.

Vision: Our vision is to provide those appearing and practicing before the court with fair, efficient and expeditious means of proceeding with their business through competent, professional employees and use of technology and other innovative measures.

Goal: Administer the Operations of City Court in an effective and efficient manner

	FY 10	FY 11	FY 12 Goal	FY 12 Projected	FY 13 Proposed
Citations Processed per Employee *(per month)*	434	434	375	390	400

This measures productivity. The drop in performance is due to the reduction in the number of citations issued and received by the court.

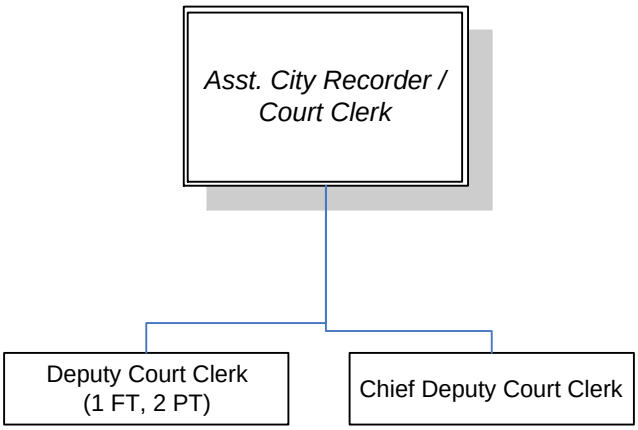
Sustainable Franklin

- Reduce our traffic impact by deploying tools to allow customer choice for payments; success to date with about 15% of all court payments received are made over the phone by credit card

- Reduce reliance on paper by deploying tools targeted at reducing the amount of stored citations; success as we are now deploying OnBase for satisfied citations

- Reduce amount of paper mail generated by City staff by deploying tools aimed at use of electronic applications for conducting business; nearly all documents can now be submitted electronically to the State.

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Court
Personnel by Position

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	FY 2013 Full-Time	FY 2013 Part-Time
Chief Deputy Court Clerk	12	1	0	1	0
Deputy Court Clerk	10	1	2	1	2
TOTAL		2	2	2	2

Note: The City Judge is also paid from within this department.

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
NO CHANGES PROPOSED					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives
Municipal Court

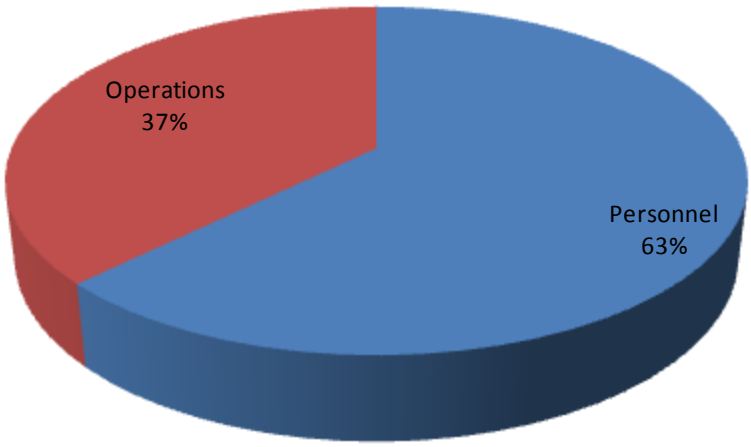
Personnel:
This budget includes part-time support to meet fluctuations in workload resulting from changes in the number of citations issued by the Police Department.

Operations:
Operating costs are increased by $22,435 from FY 2012 budgeted to FY 2013 budgeted due to increased fees paid to the State as offset by reductions in other operating expenses. We collect fees for the State from those paying fees and fines to the court and remit to the State monthly. The State continues to add additional fees which are passed on.

Capital:
No capital costs are budgeted in FY 2013.

General Fund
Court

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	101,865	107,396	104,724	112,572	110,775
81200	Officials Fees	29,360	26,160	26,160	26,160	26,160
81400	Employee Benefits	65,891	63,653	50,934	50,864	51,908
TOTAL PERSONNEL		197,116	197,209	181,818	189,596	188,843
OPERATIONS						
82100	Transportation Services	14,170	9,589	12,000	12,000	10,500
82200	Operating Services	55	76	2,500	2,576	2,500
82300	Notices Subscriptions Publications	0	247	975	975	575
82400	Utilities	536	575	500	575	585
82500	Contractual Services	0	8	9,000	2,050	4,050
82600	Repair & Maintenance Services	337	0	400	900	1,100
82800	Professional Development/Travel	329	695	1,240	1,390	1,440
83100	Office Supplies	5,444	3,665	3,500	4,550	4,650
83200	Operating Supplies	0	227	150	150	150
83300	Fuel & Mileage	321	328	0	300	300
83500	Machinery & Equipment (<$25,000)	0	867	9,000	5,700	3,200
85100	Property & Liability Costs	1,488	2,152	2,150	2,294	2,664
85300	Permits	41,228	27,957	40,000	70,000	75,000
85500	Financial Fees	7,328	3,980	8,500	7,000	6,000
TOTAL OPERATIONS		71,236	50,366	89,915	110,460	112,714
TOTAL EXPENDITURES		**268,352**	**247,575**	**271,733**	**300,056**	**301,557**



Solid Waste

Rebecca Caldwell, Director

The Solid Waste Department performs services associated with maintaining sanitation and preserving public health, within our City. Our team is responsible for collection and disposal of residential, non-residential, yard and bulk wastes. In November 2009, we added drop-off services for batteries, oil, paint, anti-freeze and electronics (BOPAE) which serve residents throughout Williamson County. More recently, in July 2010, we introduced the first curbside, recycling program to our City residents. Our primary goal is to maintain a high standard of service with efficient use of resources to protect the health and welfare of our community.

The four (4) divisions of the Solid Waste Department include: (1) Administration, (2) Collection, (3) Disposal and (4) Recycling.

The **Administration Division** participates in public education and customer service, provides support to the other divisions within the department and oversees management of the Municipal Services Complex.

Our team of professionals in the **Collection Division** collects household and commercial waste generated from residents and businesses maintain the BOPAE drop-off service and respond to customer service requests.

Disposal Division team members operate the City-owned transfer station for City and private refuse haulers, process yard debris for recycling and separate metal recyclables from refuse accepted through the facility.

Our **Recycling Division** is the newest of the four (4) service divisions within our department. Public education, customer service and word-of-mouth prove positive in our goal to meet increased participation and diversion.

Measurement/Goal	FY08	FY09	FY10	FY11	FY 12 (projected)
Residential Trash Collected	25,743 tons	22,246 tons	21,401 tons	21,960 tons	17,936 tons
Commercial Trash Collected	9,285 tons	7,418 tons	7,269 tons	7,784 tons	8,022 tons
Trash from private haulers	48,020 tons	42,667 tons	37,695 tons	35,805 tons	29,472 tons
Trash Diverted from Landfill	1,553 tons	1,812 tons	3,047 tons	4,260 tons	6,040 tons
Tons collected per 1000 population	446 tons	397 tons	369 tons	354 tons	289 tons
BOPAE Collections (as of February 29, 2012)					
Batteries	NA	NA	7,135 lbs	6,763 lbs	9,341 lbs
Oil	NA	NA	459 gallons	955 gallons	576 gallons
Paint	NA	NA	33,160 lbs	180,864 lbs	142,684 lbs
Anti-Freeze	NA	NA	NA	300 gallons	651 gallons
Electronics	NA	NA	76,095 lbs	190,860 lbs	216,820 lbs

Sustainable Franklin

- We are approaching the end of year 2, in our approved 3-year pilot program for curbside recycling. Our average participation and diversion continue to increase.
- We continue marketing our commercial cardboard recycling services to businesses throughout Franklin.
- We partnered with Williamson County Solid Waste Department and Eastern Organic Compounds for a waste-to-compost demonstration. The 70-day demonstration displayed one (1) possible opportunity for managing certain types of waste, using a Microbially Accelerated Regeneration Science (MARS) process to convert wastes to compost.
- We purchased the first truck in our fleet with the advanced emission requirements. Several of our trucks currently use the "regeneration" systems, while the newest add urea to the fuel for cleaner operation.
- Brush and white goods recycling continue to be part of our daily operations.
- We plan to introduce the addition of drop-off service for household hazardous wastes (HHW) into our BOPAE site during the upcoming year.
- Included in the FY2013 budget request is The Bulb Eater, which will allow us to accept and properly process CFL and other fluorescent bulbs.
- We will spend time following up with specific departments and continuing to educate our City team members about recyclables and the value of participating in our program.
- We continue contributing to the compost operations in our Street Department, as all brown bags collected curbside are delivered to the Lula Lane site, where they are processed into compost.
- We are requesting routing software, in this year's budget, to assist in routing efficiencies for conservation of time and fuel.
- The BOPAE (Batteries, Oil, Paint, Anti-freeze and Electronics) drop-off area continues to be a popular service for residents in our City, as well as Williamson County. We average 712 customers per month, an 11% increase over our number of visitors from last budget year.

2012-2013 Outlook

Overall, this budget request asks for a minimal increase over our approved budget for the FY2012 timeframe. The increase includes capital requests, added training, equipment to provide added service and additional personnel. The Collection Division request results in the largest increase when compared to the FY2012 approved budget.

Administration

In the *Administration Division* the Assistant Solid Waste Director position remains vacant and unfunded. We request re-classification of the Administrative Assistant to Office Manager, based on assigned job duties. There are no requests for new positions in the Administration Division.

As we have done since FY2010, all utilities are consolidated in this division. We are requesting replacement of our copier and additional funds for building improvements in our main building.

Collection

The *Collection Division*, of our Solid Waste Department, provides services to approximately 18,000 households each week. Our fleet of side loaders, rear loaders, mini packers and knuckle boom trucks collects waste in 90-gallon rollout containers, small yard waste in biodegradable paper bags, brush, bulky items and white goods (appliances, hot water heaters, etc…) left curbside. We continue providing commercial dumpster services using the front-end loading trucks, as often as five (5) times each week. Additionally, we offer dumpsters to residents for special projects associated with spring cleaning and re-modeling.

This team is called upon to clean up during and after special events, both City-sponsored, as well as private parties who request and pay for our services. Some of these events include: Brew Fest, Arbor Day, company events for Nissan, the Main Street Festival, Cinco de Mayo, Franklin on the Fourth, the Jazz Festival, Pumpkinfest, Wine Down Main Street and Dickens of a Christmas. We continue participating in public events through our public education booth. After severe weather events and natural disasters, this team works closely with our City Street Department to assist in clearing the streets.

In the personnel category, we request funding of one (1) unfunded Solid Waste Worker, funding one (1) unfunded Solid Waste Driver/Operator and the addition of one (1) Solid Waste Driver/Operator to assist in daily collection operations.

This budget request includes automatic vehicle locators (AVL) for 15 units of our fleet. We want to introduce AVL equipment to all units within our fleet over the next three (3) years, beginning with our trucks assigned one (1) person on a daily basis.

Additionally, we included a request for The Bulb Eater. This system will allow us to properly process compact fluorescent (CFL) bulbs, as well as manage standard fluorescent bulbs from many commercial buildings.

The capital request for this budget includes replacement of one (1) sport utility vehicle (SUV) with a crew cab pick-up, replacement of our rollout container delivery pick-up truck, replacement
of one (1) side loading truck, and the addition of one (1) new split-body rear load truck. The split body rear loader offers a 60/40 split in the rear for loading household waste on one (1) side and yard waste bags on the other. Addition of this type truck, to our existing fleet, will allow us to measure the savings when compared to one (1) truck making two (2) trips past each collection point, for waste outside the rollout container and biodegradable yard bags.

We include a 20% match for grant monies to purchase Big Belly units for our downtown area, in this budget request. The grant would allow us to replace the open top cans with Big Belly compacting units and assist in reducing the number of services needed to provide collection in our downtown corridor.

The routing software requested in this budget is compatible with our existing GIS and other programs and will allow us to benefit from computerized routing for the first time. The ability to use this software will increase our efficiencies, help reduce fuel costs and decrease the time spent on each collection route. Over time, we can use historic data to make decisions directly related to our daily operations, including future planning, addition of new routes and efficiencies as new developments are completed.

Disposal

The *Disposal Division* receives and processes municipal waste from our Collection Division as well as refuse from private hauling companies. This team also processes brush collected curbside and from private companies into wood chips. We partner with Williamson County Solid Waste to recycle our wood chips, as well as provide them to our Parks for trail cover.

This budget request reflects one (1) unfunded Tractor-Trailer Driver and reduces the overall number of Tractor-Trailer Drivers to four (4) dependent on the final decision for contracting our hauling function to another entity.

Included in this budget request are funds to install bay doors at each entrance into our transfer station tunnel, to increase the security of our facilities.

The decrease in operations expenses, including uniforms, vehicle repair and maintenance services, operating supplies and fuel are a direct result of support for an alternative hauling option.

There is no capital requested for this division.

Recycling

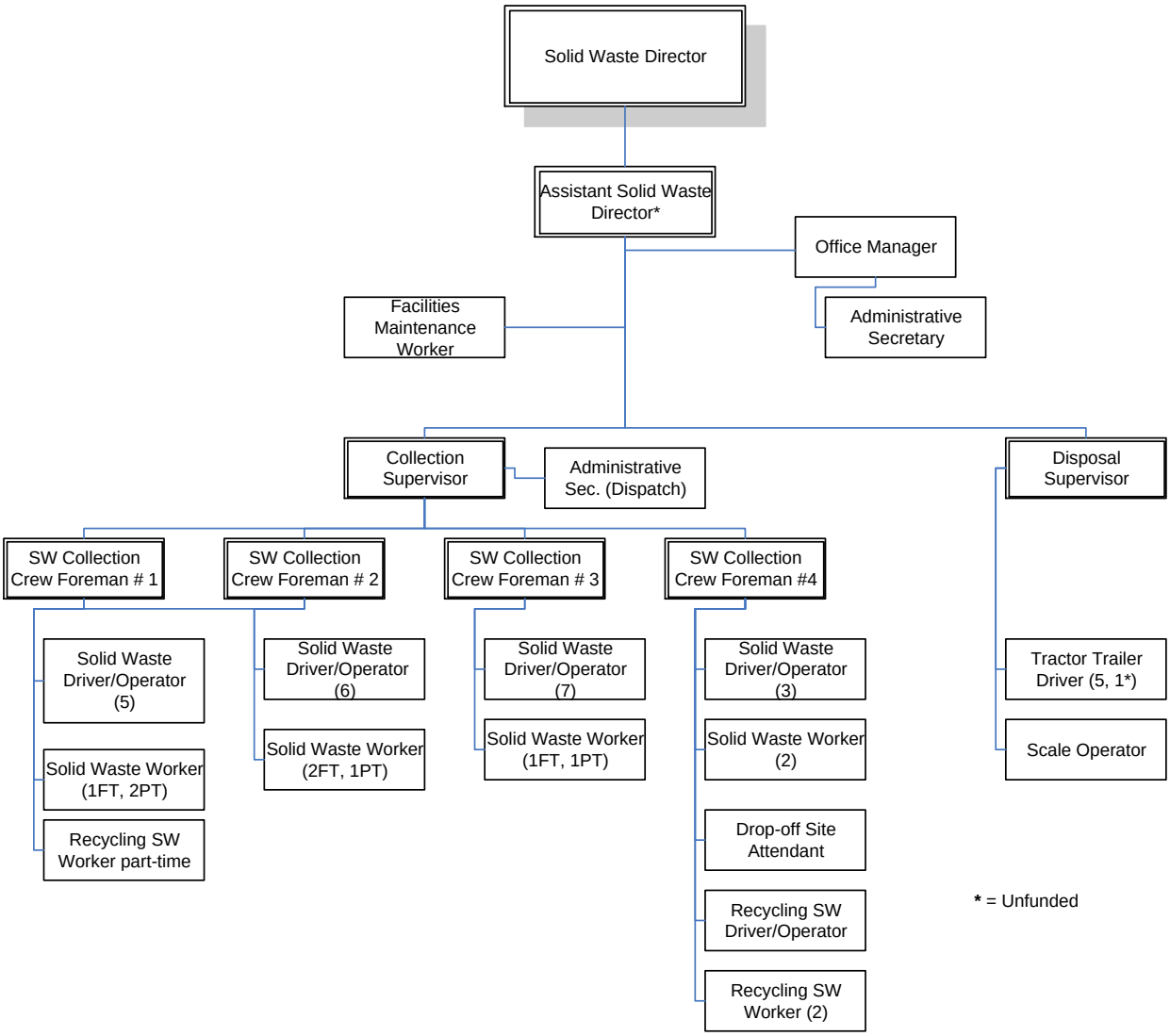
When we first introduced the recycling program, we set the goals at 15% diversion and 15% participation. Participation and diversion figures are based on our actual productivity and compare our residential collection services and tonnage directly with the same statistics from our blue bag program collection. At the end of year one, we averaged 12% diversion with 40%

average participation. In year two, FY2012, the average diversion is 15% with average participation totaling 47%. The most successful week since the beginning of our curbside recycling service was the week after Christmas 2011 (week 77), which resulted in 61% participation with 22% diversion.

Average Blue Bag Statistics (Quarterly)

	PARTICIPATION	DIVERSION
YR 1 1st Qtr	34%	11%
YR 1 2nd Qtr	41%	13%
YR 1 3rd Qtr	39%	13%
YR 1 4th Qtr	44%	13%
YR 2 1st Qtr	43%	14%
YR 2 2nd Qtr	48%	16%
YR 2 3rd Qtr	49%	15%

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
Special Revenue Fund – Solid Waste
Personnel by Position

Solid Waste-Administration

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	Not Funded	FY 2013 Full-Time	FY 2013 Part-Time	Not Funded
Solid Waste Director	24	1	0	0	1	0	0
Assistant Solid Waste Director	22	1	0	1	1	0	1
Office Manager	TBD	1	0	0	1	0	0
Administrative Assistant	12	0	0	0	0	0	0
Administrative Secretary	10	1	0	0	1	0	0
Facilities Maintenance Worker	10	1	0	0	1	0	0
	Totals	5	0	1	5	0	1

Narrative of Personnel Changes	New Position Title	New Position Pay Grade	Reclassification From Job Title	Reclassification To Job Title	Reclassification Pay Grade (if reclassification creates new job title)
Asst Solid Waste Director - Not funded					

Departmental Career Development Path	Pay Grade	Requirements Degree	Requirements Experience	Requirements Certifications
Office Manager	TBD			
Administrative Assistant	12			
Administrative Secretary	10			

Staffing by Position (continued)

Solid Waste-Collection

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	Not Funded	FY 2013 Full-Time	FY 2013 Part-Time	Not Funded
Solid Waste Supervisor	17	1	0	0	1	0	0
Solid Waste Crew Foreman	14	4	0	0	4	0	0
Solid Waste Truck Driver/Operator	11	20	0	1	21	0	0
Administrative Secretary (Dispatch)	10	1	0	0	1	0	0
Solid Waste Worker	10	6	4	1	6	4	0
Drop-off Site Attendant	TBD	1	0	0	1	0	0
Refuse Collector	6	0	0	0	0	0	0
	Totals	33	4	2	34	4	0

Narrative of Personnel Changes	New Position Title	New Position Pay Grade	Reclassification From Job Title	Reclassification To Job Title	Reclassification Pay Grade (if reclassification creates new job title)
Fund one (1) Solid Waste Truck Driver/Operator - Previously not funded		11			
Add one (1) Solid Waste Truck Driver /Oper		11			
Fund one (1) Solid Waste Worker – Previously Not Funded		10			

Departmental Career Development Path	Pay Grade	Requirements Degree	Requirements Experience	Requirements Certifications
Solid Waste Supervisor	17			
Solid Waste Crew Foreman	14			
Solid Waste Driver/Operator	11			
Solid Waste Worker	10			

Staffing by Position (continued)

Solid Waste-Disposal

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	Not Funded	FY 2013 Full-Time	FY 2013 Part-Time	Not Funded
Solid Waste Supervisor	17	1	0	0	1	0	0
Tractor-Trailer Driver	12	9	0	1	5	0	1
Scale Operator	9	1	0	0	1	0	0
	Totals	11	0	1	7	0	1

Narrative of Personnel Changes	New Position Title	New Position Pay Grade	Reclassification From Job Title	Reclassification To Job Title	Reclassification Pay Grade (if reclassification creates new job title)
Four (4) Tractor-Trailer Drivers - Remove					
One (1) Tractor-Trailer Driver - Not funded					

Departmental Career Development Path	Pay Grade	Requirements Degree	Requirements Experience	Requirements Certifications
Solid Waste Supervisor	17			
Tractor-Trailer Driver	12			

Solid Waste-Recycling

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	Not Funded	FY 2013 Full-Time	FY 2013 Part-Time	Not Funded
Solid Waste Driver/Operator	11	1	0	0	1	0	0
Solid Waste Worker	10	2	0	0	2	0	0
Solid Waste Worker (Part-time)	10	0	1	0	0	1	0
	Totals	3	1	0	3	1	0

Budget Notes/Objectives
Solid Waste Fund

Revenue:
There will be no increase in residential rates in 2013. We continue striving to find more efficient operating methods to allow us to continue providing a high level service without increasing the monthly service fee to our customers. We promote our blue bag recycling program through public education, recycle white goods and brush as well as brown yard waste bags collected curbside.

Personnel:
We continue to leave the Assistant Solid Waste Director position vacant in the Administration Division. In our Collection Division we request to fund one (1) Solid Waste Worker previously unfunded, to fund one (1) Solid Waste Driver/Operator previously unfunded and add one (1) Solid Waste Driver/Operator position. We propose to leave one (1) Tractor-Trailer Driver position unfunded and remove four (4) Tractor-Trailer Driver positions for the FY 2013 budget year. A new position of Drop-off Site Attendant for BOPAE was added, but remains vacant until the construction of our Household Hazardous Waste drop-off facility is completed.

Operations:
Operating costs are increased by $540,400, or 11%, in 2013. This is primarily due to increased fuel costs, added BOPAE supplies, increased repair and maintenance line items, stormwater system maintenance, the added Bulb Eater for processing compact fluorescent (CFL) bulbs and the request for our first fifteen (15) automatic vehicle locator (AVL) units. Additionally, this increase includes replacement of our copier, replacement of one (1) sport utility vehicle (SUV) and replacement of one (1) pick-up truck.

Capital:
Capital requests in our Collection division include one (1) replacement side loader which is the work horse of our fleet, providing curbside residential waste collection in the most efficient manner. These automated units provide, on average, 739,000 services annually. Our budget request includes the addition of a new split-body rear loader to provide more efficient service in collection of our biodegradable yard waste bags and household waste left outside rollout containers. Routing software, as a tool to increase efficiencies, is included in this budget request. We included $25,000 in this budget as a 20% match for possible grant monies to purchase 25 additional Big Belly units for our downtown area.

There is $250,000 for design and construction of a BOPAE/HHW (Household Hazardous Waste) Drop-off facility, to be built at the front of our Municipal Services Complex. This project is offset by a $250,000 grant from the State of Tennessee. This project is contingent upon receiving the grant from the Tennessee Department of Environment and Conservation (TDEC).

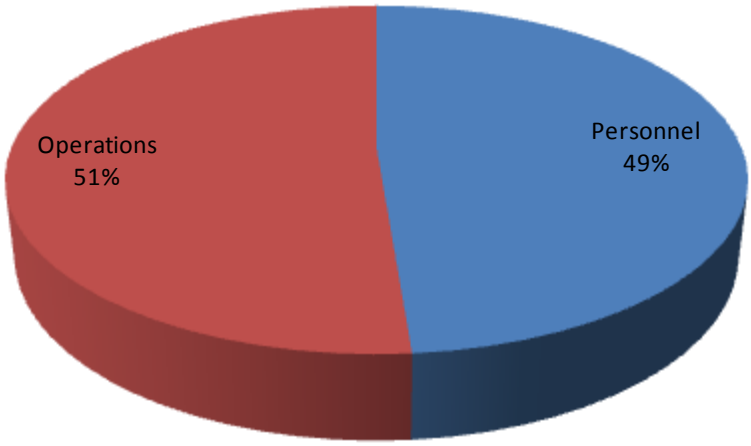
There is no capital requested for the Disposal or Recycling divisions.

Solid Waste Fund
Revenue and Summary
(Divisions are shown on following pages)

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
33350	FEMA/TEMA GRANTS (FED/STATE)	0	101,184	0	0	0
33610	SOLID WASTE GRANT (STATE)	0	0	250,000	0	350,000
33650	SPECIAL EVENT GRANT RECOVERIE	0	0	10,000	10,000	10,000
34410	SOLID WASTE DISPOSAL	3,333,534	4,149,194	4,372,600	4,305,000	4,395,000
34420	TIPPING FEES	1,339,091	2,455,044	2,839,941	2,700,000	2,725,000
34430	CARDBOARD RECYCLING	3,835	5,900	5,600	6,300	6,500
34440	BUCK A BAG PROGRAM	3,333	2,480	2,800	2,000	2,000
36100	INTEREST INCOME	4,428	0	0	0	0
36150	LEASE PROCEEDS	0	34,169	0	0	0
36700	SALE OF WASTE CONTAINERS	70,655	33,741	50,000	40,000	41,200
36705	LEASE OF WASTE CONTAINERS	0	18,591	25,000	23,500	23,700
36800	SALE OF SURPLUS ASSETS	108,465	160,801	40,000	0	41,200
37100	TRANSFER FROM GENERAL FUND	2,237,689	1,508,605	906,556	998,461	916,747
37900	MISCELLANEOUS OTHER REVENUE	3,000	8,209	35,000	0	36,050
Total Available Funds		**7,104,030**	**8,477,918**	**8,537,497**	**8,085,261**	**8,547,397**
Personnel						
81100	Salaries & Wages	1,928,593	2,022,013	2,027,222	2,025,100	1,919,096
81400	Benefits	1,114,443	1,033,353	957,452	1,001,071	951,327
TOTAL PERSONNEL		**3,043,036**	**3,055,366**	**2,984,674**	**3,026,171**	**2,870,423**
OPERATIONS						
82100	Transportation Services	3,266	3,535	2,160	2,001	2,445
82200	Operating Services	1,527,587	1,673,786	1,366,350	1,245,701	2,094,790
82300	Notices Subscriptions Publications	30,716	22,611	20,295	17,183	20,915
82400	Utilities	50,478	1,123,154	1,192,476	984,220	1,193,546
82500	Contractual Services	1,236	1,236	0	0	0
82600	Repair & Maintenance Services	368,935	388,197	329,750	395,386	203,300
82700	Employee Programs	0	3,020	3,750	2,500	6,800
82800	Professional Development/Travel	3,340	3,494	5,360	2,860	12,000
83100	Office Supplies	10,983	10,504	12,550	8,955	12,000
83200	Operating Supplies	105,328	65,522	101,600	92,910	111,485
83300	Fuel & Mileage	362,708	499,690	421,500	477,900	261,000
83500	Machinery & Equipment (<$25,000)	38,141	20,921	20,750	4,972	76,256
83600	Repair & Maintenance Supplies	33,942	73,738	40,350	41,438	37,520
84000	Operational Units	0	252,010	171,593	171,593	195,942
85100	Property & Liability Costs	44,450	57,708	51,878	71,232	64,281
85200	Rentals	1,839	869	750	1,826	1,750
85300	Permits	1,150	1,650	3,500	1,672	3,500
85500	Financial Fees	11,512	12,869	10,500	7,800	7,500
86000	Debt Service and Lease Payments	0	96,732	95,411	95,411	92,137
88000	Transfers to Other Funds	517,954	532,022	555,000	535,648	559,807
TOTAL OPERATIONS		**3,113,565**	**4,843,268**	**4,405,523**	**4,161,208**	**4,956,974**
CAPITAL						
89200	Buildings	800	0	250,000	18	275,000
89500	Machinery & Equipment (>$25,000)	946,629	579,284	897,300	897,864	445,000
TOTAL CAPITAL		**947,429**	**579,284**	**1,147,300**	**897,882**	**720,000**
TOTAL EXPENDITURES		**7,104,030**	**8,477,918**	**8,537,497**	**8,085,261**	**8,547,397**
TOTAL UNALLOCATED FUNDS		**0**	**0**	**0**	**0**	**0**

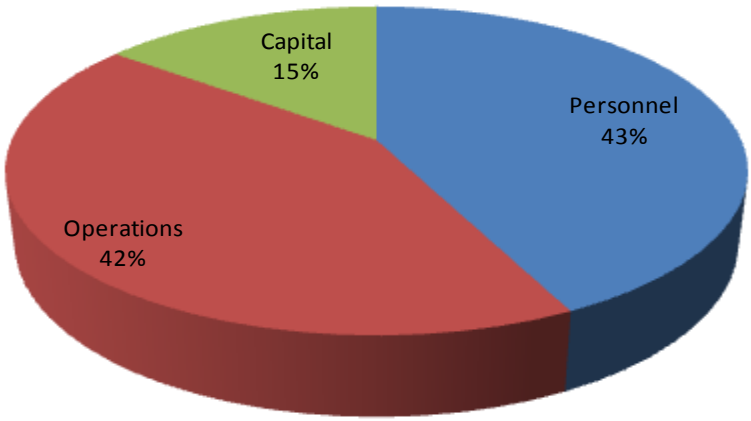
Solid Waste Fund
Solid Waste Administration

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	163,408	173,741	203,452	171,300	197,414
81400	Employee Benefits	90,735	84,328	90,970	88,130	92,608
TOTAL PERSONNEL		254,143	258,069	294,422	259,430	290,023
OPERATIONS						
82100	Transportation Services	133	104	200	71	200
82200	Operating Services	110	30	500	50	350
82300	Notices Subscriptions Publications	27,416	4,197	3,430	2,770	3,150
82400	Utilities	42,602	33,913	39,851	29,245	34,326
82600	Repair & Maintenance Services	2,875	4,544	19,250	43,057	27,500
82800	Professional Development/Travel	1,591	2,479	2,460	492	5,000
83100	Office Supplies	3,283	3,446	3,800	3,050	3,500
83200	Operating Supplies	264	1,095	1,850	975	1,750
83300	Fuel & Mileage	1,010	1,834	1,500	2,000	2,500
83500	Machinery & Equipment (<$25,000)	610	11,129	4,000	1,000	12,280
83600	Repair & Maintenance Supplies	2,407	624	3,100	3,051	3,750
84000	Operational Units	0	252,010	171,593	171,593	195,942
85100	Property & Liability Costs	2,312	3,269	3,250	3,468	4,027
85200	Rentals	0	0	0	771	1,000
86000	Debt Service and Lease Payments	0	13,094	13,094	13,094	9,820
TOTAL OPERATIONS		84,613	331,768	267,878	274,687	305,095
TOTAL EXPENDITURES		**338,756**	**624,006**	**562,300**	**559,135**	**595,118**



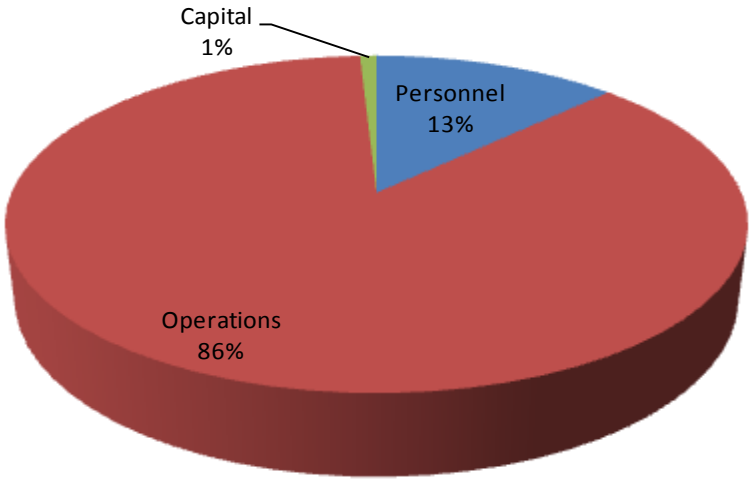
Solid Waste Fund
Solid Waste Collection

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	1,209,422	1,171,540	1,258,619	1,226,100	1,345,879
81400	Employee Benefits	753,419	654,432	612,345	648,394	676,738
TOTAL PERSONNEL		1,962,841	1,825,972	1,870,964	1,874,494	2,022,617
OPERATIONS						
82100	Transportation Services	2,438	1,003	1,080	1,285	1,420
82200	Operating Services	13,001	12,465	10,000	8,386	11,000
82300	Notices Subscriptions Publications	3,052	6,112	3,680	1,413	4,500
82400	Utilities	2,281	1,081,034	1,147,375	950,000	1,158,300
82600	Repair & Maintenance Services	101,992	158,761	127,500	132,586	138,000
82700	Employee Programs	0	1,020	0	0	1,800
82800	Professional Development/Travel	870	567	2,650	2,368	4,500
83100	Office Supplies	4,863	4,687	5,250	3,717	5,000
83200	Operating Supplies	92,179	51,248	83,750	79,930	96,450
83300	Fuel & Mileage	141,732	186,638	160,000	188,000	200,000
83500	Machinery & Equipment (<$25,000)	16,036	11,705	10,500	2,588	55,976
83600	Repair & Maintenance Supplies	15,270	23,377	20,750	22,187	22,500
85100	Property & Liability Costs	24,157	30,016	25,875	43,486	32,061
85200	Rentals	19	0	0	455	0
85300	Permits	0	0	0	22	0
85500	Financial Fees	11,512	12,869	10,500	7,800	7,500
88000	Transfers to Other Funds	258,977	266,011	277,500	267,824	279,904
TOTAL OPERATIONS		688,379	1,847,513	1,886,410	1,712,047	2,018,911
CAPITAL						
89200	Buildings	0	0	250,000	0	250,000
89500	Machinery & Equipment (>$25,000)	619,928	441,115	430,000	419,334	445,000
TOTAL CAPITAL		619,928	441,115	680,000	419,334	695,000
TOTAL EXPENDITURES		**3,271,148**	**4,114,600**	**4,437,374**	**4,005,875**	**4,736,528**



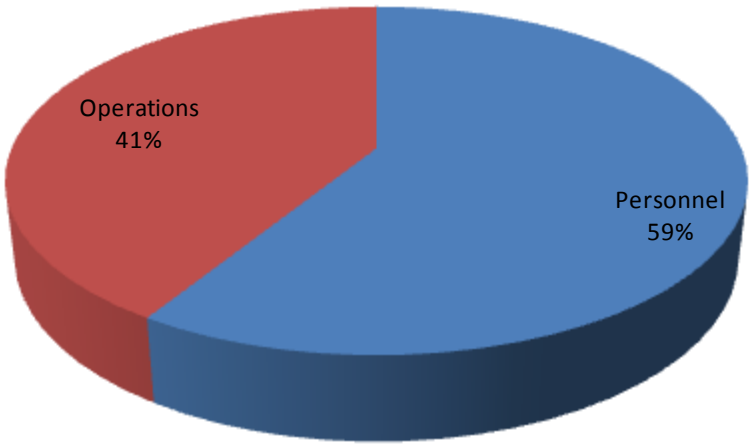
Solid Waste Fund
Solid Waste Disposal

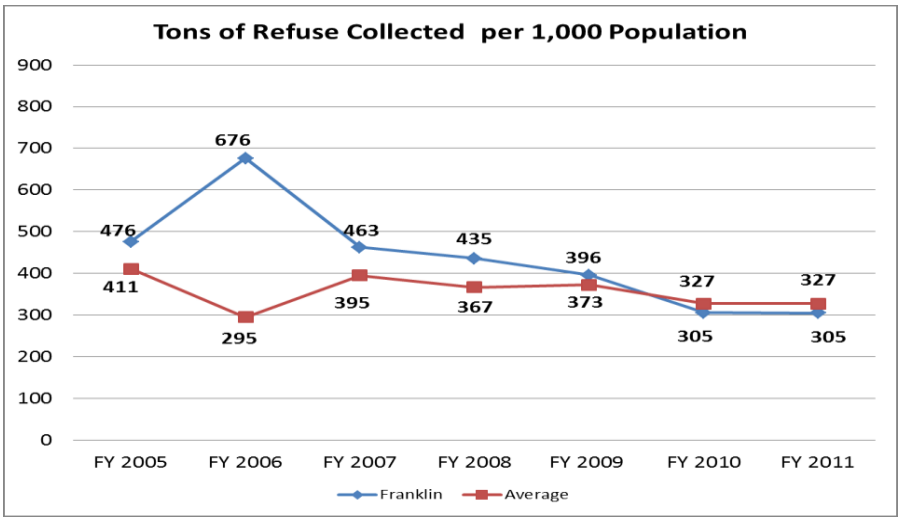
		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	555,763	569,265	451,305	527,900	255,865
81400	Employee Benefits	270,289	253,241	177,206	207,798	114,260
TOTAL PERSONNEL		826,052	822,506	628,511	735,698	370,125
OPERATIONS						
82100	Transportation Services	642	1,730	880	645	825
82200	Operating Services	1,514,476	1,660,438	1,353,950	1,237,025	2,082,190
82300	Notices Subscriptions Publications	248	76	185	500	265
82400	Utilities	5,595	8,207	5,250	4,975	920
82500	Contractual Services	1,236	1,236	0	0	0
82600	Repair & Maintenance Services	264,068	217,505	178,000	217,093	33,800
82700	Employee Programs	0	1,000	2,000	1,250	3,000
82800	Professional Development/Travel	264	179	0	0	0
83100	Office Supplies	2,837	2,338	3,250	2,010	3,250
83200	Operating Supplies	12,885	8,105	13,000	10,305	10,285
83300	Fuel & Mileage	219,966	299,577	245,000	271,000	38,500
83500	Machinery & Equipment (<$25,000)	21,495	(1,913)	6,250	1,384	8,000
83600	Repair & Maintenance Supplies	16,265	49,299	16,500	16,200	11,270
85100	Property & Liability Costs	17,981	22,127	20,470	21,842	25,364
85200	Rentals	1,820	869	750	600	750
85300	Permits	1,150	1,650	3,500	1,650	3,500
88000	Transfers to Other Funds	258,977	266,011	277,500	267,824	279,903
TOTAL OPERATIONS		2,339,905	2,538,434	2,126,485	2,054,303	2,501,822
CAPITAL						
89200	Buildings	800	0	0	0	25,000
89500	Machinery & Equipment (>$25,000)	326,701	104,000	467,300	453,530	0
TOTAL CAPITAL		327,501	104,000	467,300	453,530	25,000
TOTAL EXPENDITURES		**3,493,458**	**3,464,940**	**3,222,296**	**3,243,531**	**2,896,947**

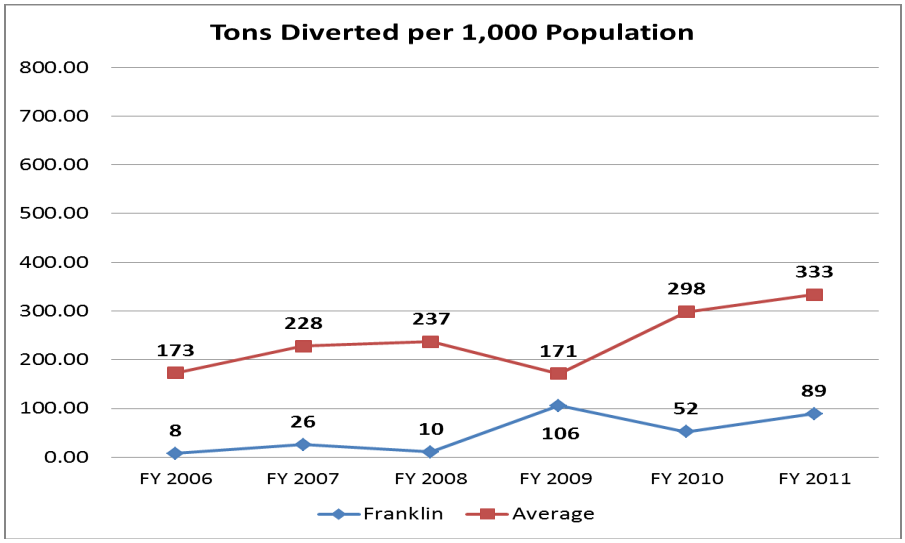


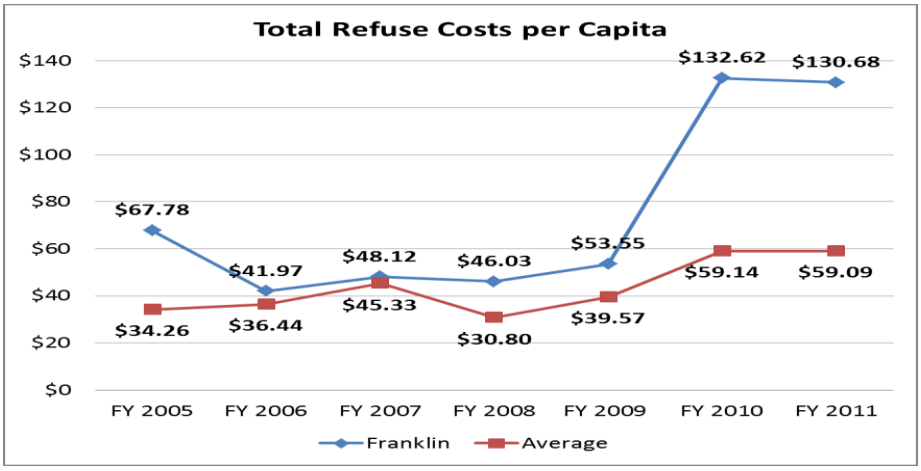
Solid Waste Fund
Solid Waste Recycling

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	0	107,467	113,846	99,800	119,938
81400	Employee Benefits	0	41,352	76,931	56,749	67,720
TOTAL PERSONNEL		0	148,819	190,777	156,549	187,658
OPERATIONS						
82100	Transportation Services	53	698	0	0	0
82200	Operating Services	0	853	1,900	240	1,250
82300	Notices Subscriptions Publications	0	12,226	13,000	12,500	13,000
82600	Repair & Maintenance Services	0	7,387	5,000	2,650	4,000
82700	Employee Programs	0	1,000	1,750	1,250	2,000
82800	Professional Development/Travel	615	269	250	0	2,500
83100	Office Supplies	0	33	250	178	250
83200	Operating Supplies	0	5,074	3,000	1,700	3,000
83300	Fuel & Mileage	0	11,641	15,000	16,900	20,000
83600	Repair & Maintenance Supplies	0	438	0	0	0
85100	Property & Liability Costs	0	2,296	2,283	2,436	2,829
86000	Debt Service and Lease Payments	0	83,638	82,317	82,317	82,317
TOTAL OPERATIONS		668	125,553	124,750	120,171	131,146
TOTAL EXPENDITURES		**668**	**274,372**	**315,527**	**276,720**	**318,804**









**Note: Information from FY2011 University of Tennessee's Municipal Technical Advisory Service statewide benchmarking program.*

HISTORIC
FRANKLIN
TENNESSEE

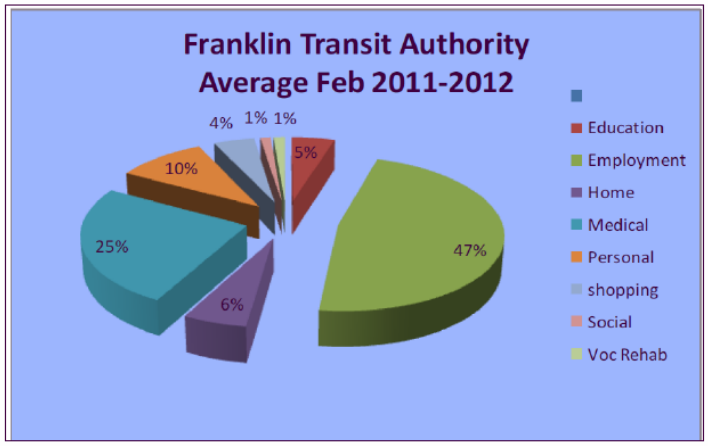
Transit System

Debbie Henry, Executive Director

The TMA Group, the operator and manager of record of the Franklin Transit Authority, is a regional leader in customizing environmentally friendly, multimodal transportation solutions for employers and communities.

SUCCESSES:

OPERATIONAL:



- **11% Annual increase Fixed Route** More people are relying on transit; cost effective changes and service expansion currently provides transit to over 90% of Franklin's population
- **47% of Annual Trips - Employment** transporting Franklin citizens back and forth to work within the City of Franklin **25% of Annual Trips – Medical** transporting Franklin citizens to dialysis treatments, physical appointments, and trips to Williamson Medical Center (6% increase from last year)
- **Expanded Fixed Route Service – South Bound**: serving Columbia Ave., Historical Sites, DHS, Graceworks, YMCA, Parkway Commons, Watson Glen and Pinkerton Park.
- In the process of replacing aging vehicles to better maximize maintenance funds and safety of service.
- **Significant growth of Niche Market Service:**
- +Training Program for Special Needs School to Work Program for local high school students entering the work force on how to independently use Franklin's public transit service.
  +Twilight TODD (safe rides home service); partnership with DFA with community events: Brewfest; Wine Down Main Street; Vintage Affair; Holly Trolley Event; New Year's Eve 2011 to mention a few.
- **Market Segmentation Study and Community Outreach** (Federal Grant 5307) - underway will be used to identify areas of need and opportunity; educate Franklin citizens about public transit service; and how we can continue to better serve the Franklin community.
- **Researching Options for Projected Expansion of Service Areas** : 1) McEwen-Carothers Expansion; 2) Upgrade Cool Springs area service

ECONOMIC DEVELOPMENT/SUSTAINABILITY-REGIONAL LEADERSHIP:

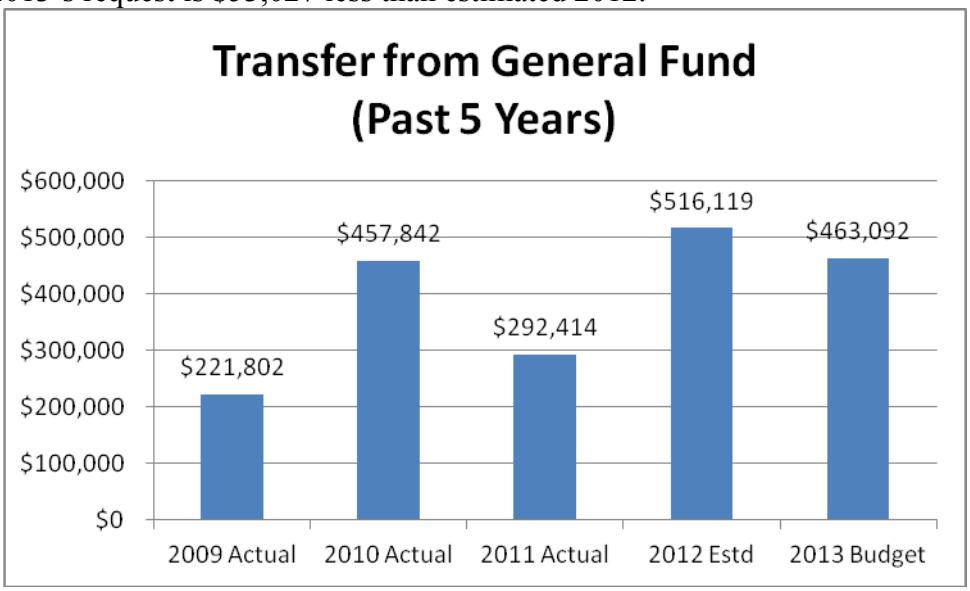
- **Economic Development:**
  - **Work Trips. 47% of trips** are Franklin residents traveling back and forth to work within the City of Franklin earning income to spend on services and goods within City of Franklin.
  - **Inclusion in 2035 Regional Transportation Plan.** Franklin's public transit system selected as a transportation project for inclusion in the 2035 Regional Transportation Plan adopted by Mayors, promoting livability, prosperity, sustainability and diversity.
  - **Expansion of Regional Transit Investments.** Working alongside regional partners like TDOT, RTA, and local transit agencies, the Nashville MPO has committed to facilitate the development of a regional vision for mass transit that includes Franklin Transit. *(Nashville Area MPO)*
  - **Access to Additional Federal Funds**. Federal policy promotes a Partnership for Sustainable Communities between DOT, EPA and HUD. Communities with transit systems like Franklin can position themselves and the region in a valuable place to access federal funds destined to areas that promote these initiatives. *(Federal Transit Administration and Nashville Area MPO)*

- **Sustainability-Regional Leadership**:
  - **Solar Transit Stops.**
  - **Sustainable Transportation.** According to TPTA (Tennessee Public Transportation Association) Franklin's public transit system is efficiently and successfully meeting the needs of citizens, given the ongoing economic crisis, fluctuating gasoline and other expenses associated with vehicle use.
  - **Regional Sustainability.** According to the TDOT and Nashville Area MPO, Franklin and other areas in our region that provide public transportation are successfully contributing to the achievement of sustainability for the region
  - **Expanding Connectivity.** Franklin Transit recognized by TDOT for installation of bike racks on transit vehicles, expanding sustainable transportation connectivity throughout Franklin.

Budget Notes/Objectives
Transit Fund

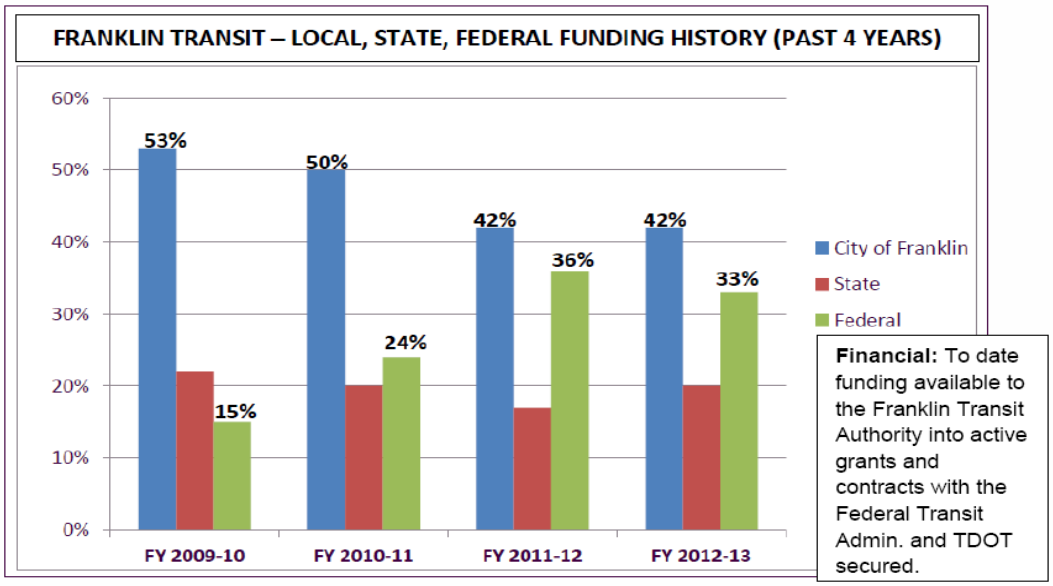
FUNDING/GRANTS/ FINANCIAL:

- **Requesting less from COF General Fund in Fiscal Year 2013**
  - Decrease due to increased efficiencies, service expansion, and securing additional Federal Funding
  - 2013's request is $53,027 less than estimated 2012.



.

- **GRANT FUNDING:**
  - $274,000 5307 Funds; $67,000 New Freedom Funds (NFF); $279,515 in Capital Cost Contracting
  - Grant funding will enable expansion of transit service without City of Franklin General Fund monies. Service expansion to workforce pockets in Franklin; additional TODD service; and increased service to meet needs of ADA and Senior populations.



Transit System Fund

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
25100	BEGINNING FUND BALANCE	(60,643)	0	0	0	0
33520	TRANSIT OPERATIONS GRANT (FEDERAL)	381,777	449,512	662,900	662,900	652,723
33530	TRANSIT CAPITAL GRANT (FED/STATE)	155,801	299,940	198,000	198,000	50,400
33954	FEDERAL ARRA # 4	177,430	127,451	0	0	0
34500	TRANSIT FARES	61,786	64,594	64,000	70,000	74,500
36100	INTEREST INCOME	2,053	5,930	13,400	13,400	8,100
36500	RENT - CITY HALL & OTHERS	9,667	9,733	9,600	9,700	9,700
36800	SALE OF SURPLUS ASSETS	0	1,717	0	0	7,500
37100	TRANSFER FROM GENERAL FUND	457,842	292,414	517,100	516,119	463,092
Total Available Funds		**1,185,713**	**1,251,291**	**1,465,000**	**1,470,119**	**1,266,015**
OPERATIONS						
82100	Transportation Services	0	50	0	0	0
84000	Operational Units	1,033,528	1,195,752	1,245,000	1,250,119	1,210,015
TOTAL OPERATIONS		**1,033,528**	**1,195,802**	**1,245,000**	**1,250,119**	**1,210,015**
CAPITAL						
89500	Machinery & Equipment (>$25,000)	152,185	55,489	220,000	220,000	56,000
TOTAL CAPITAL		**152,185**	**55,489**	**220,000**	**220,000**	**56,000**
TOTAL EXPENDITURES		**1,185,713**	**1,251,291**	**1,465,000**	**1,470,119**	**1,266,015**
TOTAL UNALLOCATED FUNDS		**0**	**0**	**0**	**0**	**0**

HISTORIC
FRANKLIN
TENNESSEE

COMMUNITY & ECONOMIC DEVELOPMENT

Community & Economic Development comprises **Planning and Sustainability**, **Building and Neighborhood Services**, **Parks**, **Engineering**, **Economic Development**, and the **Community Development Block Grant (CDBG) Program**.

Recognitions and Awards:

- Parks Department Completion of Tennessee Parks and Recreation Tier II Benchmarking Program
- Pinkerton Park named #1 Park in Williamson County (*Southern Exposure* and FranklinIs.com)
- *Franklin Zoning Ordinance* won the "Outstanding Planning Award" for **Best Planning Tool** from the Tennessee Chapter of the American Planning Association

Building and Neighborhood Services

Chris Bridgewater, Interim Director

The Building and Neighborhood Services Department supports the safety and quality of life for the residents and visitors of the City of Franklin through the enforcement of building codes (including plumbing, mechanical, and electrical disciplines), property maintenance codes, and the City of Franklin Municipal Code and Zoning Ordinance. The department has multiple responsibilities including: plan review, issuing permits (building, plumbing, mechanical, electrical, sign, and tree removal), inspections, property maintenance, administration of the Community Development Block Grant program, and enforcement of other standards and regulations found in the Franklin Municipal Code and Zoning Ordinance.

There are three divisions within this department: 1) Development Services and Zoning, 2) Neighborhood Services, and 3) Building Codes Enforcement and Inspections.

Measurement/Goal	**FY09**	**FY10**	**FY11**	**FY12** *(Year to date)*
Number of Building Inspections	5,212	4,014	5256	952
Percent Needing Reinspection	17.4%	16.7%	16.1%	15.2%
Number of Plumbing Inspections	3,366	2,112	3557	644
Percent Needing Reinspection	19.2%	18.5%	19.2%	19.6%
Number of Mechanical Inspections	3,307	2,293	3479	609
Percent Needing Reinspection	20.4%	25.4%	23.3%	19.4%
Number of Electrical Inspections	7,932	4,870	7617	1256
Percent Needing Reinspection	12.9%	16.5%	19.4%	16.1%
Department Revenue	$1,165,332	$725,549	$1,318,725	$1,094,043
Department Expenditures	$1,956,958	$1,857,183	$1,852,196	$1,189,946
Service Request Response Time				
Total Requests Received	336	673	713	46
Average Days to Inspection	12	9	8	2
Average Days to Resolution	30	19	15	2

Measurement/Goal	FY09	FY10	FY11	FY12 *(Year to date)*
Code Violation (Case) Resolution Times				
Total Code Violation (Cases)	849	594	274	44
Average Resolution Time (in days)	19	51	19	5

Sustainable Franklin

The Building and Neighborhood Services Department recycles paper, plastic bottles, and toner cartridges. Our goal is to become an essentially paperless office over the next 3 years. This year, all of our document retention and archival will move to electronic storage media, and we will start transitioning to the use of e-mail instead of printing paper documents to communicate with our applicants.

Our Electric Inspection division has been working with Engineering and Planning, as well as the University of Tennessee to pilot a streamlined photovoltaic (Solar) permitting and inspection program, for both residential and commercial applications. The guidelines that are developed are the basis for other Building Departments statewide to develop a Solar inspection and permitting program.

This year, programmable set-back thermostats will be installed in our offices. BNS is also starting a fuel-friendly vehicle purchase program that will increase our average fuel economy from 15.8 mpg to 34.2 mpg over the next 8 years, and will include the purchase (or possibly lease) of 2 all-electric vehicles.

2012-2013 Outlook

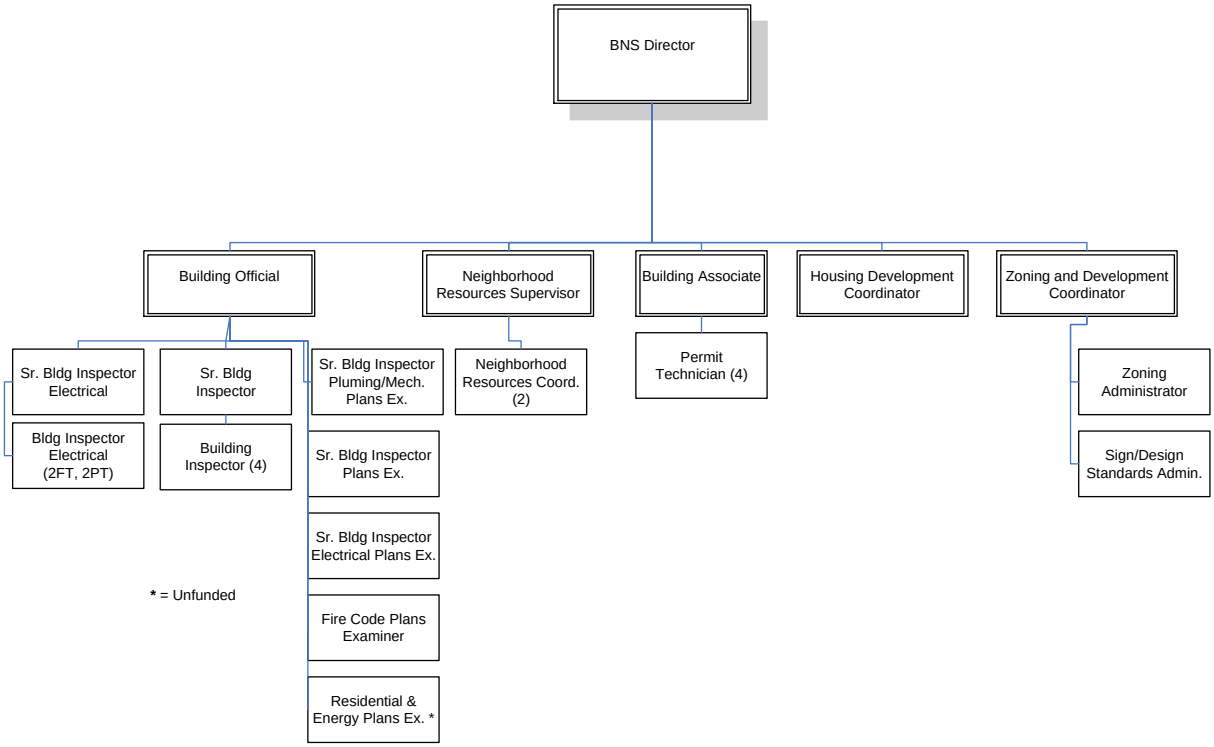
Cost Control Measure(s)

Tasks and responsibilities will continue to be spread across the department. Instead of asking for additional personnel for building and electrical inspections, new job categories have been created that will allow this department to handle a diverse workload with the same staffing levels by lateral switches to different classifications as certifications are obtained. More money will be spent on travel and training, but this will be offset by keeping the number of employees stable overall as inspection requests trend upward. Training opportunities will be expanded to include our Permit Tech and Neighborhood Resource Coordinator sections, which will allow them to operate more independently, freeing up time for Plans Examination and Inspection staff to concentrate on increased workloads. BNS will be shifting our methods of communication from a paper and slow-mail method, to primarily e-mail and text notifications of process completion.

Department Goals

BNS is focusing on deployment of new software packages, Hansen 8 and IDT, that will allow digital plan submission, remote permit application, and possible implementation of new electronic payment methods. BNS is reviewing workflows and identifying efficiencies that can be gained in conjunction with deploying these software packages. With substantial completion of the City wireless network, BNS will utilize electronic devices in the field to gather information about projects and transmit inspection results to permit holders in real-time.

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year
Budget
General Fund - Building & Neighborhood Services

Personnel by Position

Position	HR Code	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	FY 2012 Unfunded	FY 2013 Full-Time	FY 2013 Part-Time	FY 2013 Unfunded
Bldg & Neighborhood Svcs Director	1106	24	1	0	0	1	0	0
Building Official	1118	22	1	0	0	1	0	0
Zoning & Development Coordinator	1115	20	1	0	0	1	0	0
Housing Development Coordinator	1122	19	1	0	0	1	0	0
Neighborhood Resources Supervisor	1117	18	1	0	0	1	0	0
Sr Building Inspector	1111	18	1	0	0	1	0	0
Sr Building Inspector/Electrical	1111E	18	1	0	0	1	0	0
Building Inspector-Plans Ex Sr	1113	17	1	0	0	0	0	0
Building Inspector-Electrical Plans Ex Sr	1119	17	1	0	0	0	0	0
Building Inspector-Plumbing/Mech Plans Ex Sr	1107	17	1	0	0	1	0	0
Fire Code Plans Examiner	1422	17	1	0	0	1	0	0
Residential & Energy Plans Ex	TBD	17	1	0	1	1	0	1
Zoning Administrator	1114	17	1	0	0	1	0	0
Building Inspector-Electrical	1102E	16	2	2	0	0	2	0
Building Associate	1101	16	1	0	0	1	0	0
Building Inspector	1102	16	4	0	0	1	0	0
Combination Inspector, Grade 1	TBD	17?	0	0	0	3	0	0
Combination Inspector, Grade 2	TBD	18?	0	0	0	4	0	0
Signs/Design Standards Administrator	1116	14	1	0	0	1	0	0
Neighborhood Resources Coordinator	1110	12	2	0	0	2	0	0
Permit Technician	0015	12	4	0	0	4	0	0
		TOTALS	27	2	1	27	2	1

Narrative of Personnel Changes		New Position		Reclassification		
		Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Residential and Energy Plans Examiner - in the coming year, the needs of this position will be met by 2 newly promoted Combination Inspector - Grade 2 personnel. Once all of the interim and temporary positions are settled, this position will be requested in future budgets.	TBD					
In lieu of hiring additional inspectors to meet a diverse inspection load, in place changes in grade will be approved for those who obtain the necessary certifications	TBD			Building/Electrical Inspector	Combination Inspector, Grade 1	17?
This grade will contain those able to perform all types (BPM and E) of building inspections and 2 different types of plan reviews. Plans Examiners will also be eligible for promotion to this grade.	TBD			Building/Electrical Inspector	Combination Inspector, Grade 2	18?

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

Budget Notes/Objectives
Building & Neighborhood Services

Personnel

- The number of positions has changed from 28, to 27 with 2 part-time inspection personnel.
- Residential and Energy Plans Examiner position will remain unfunded in the upcoming budget year.
- Lateral changes in grade for 7 inspectors have been proposed to increase workload flexibility, meet State certification requirements, and reduce overall need for inspection personnel.
- BNS has a total of six interim positions, 2 part-time inspectors, and will have one temporary permit tech position for one year. Our actual personnel count is 24 personnel plus the 2 part-time inspectors. We have one position posted (Zoning Administrator) which will be filled for one year until Tom Marsh returns from his overseas deployment.

Operations

BNS has proposed increases are in the following areas:

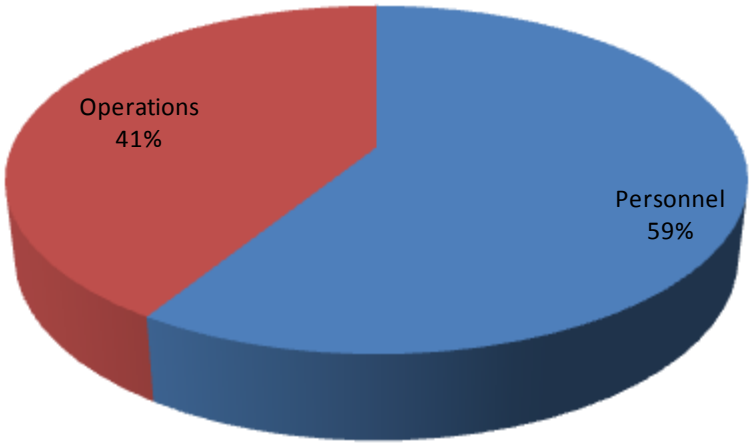
- Notices, subscriptions, and Publicity increases from $10,000 to $20,000
  - Opportunities for Permit Techs and Neighborhood Resource Coordinators to obtain professional memberships and develop fruitful relationships with their peers have been provided.
- 3 new vehicles at $47,000. It is proposed to pursue a lease for purchasing an all-electric Leaf. First vehicle purchase in 4 years.
- Computer hardware purchases – 5 desktop systems and 5 laptops need replacement.
- Last year money was approved for potential demolitions. Requesting that these funds be placed in an account to remain available for future need.

Grant Programs

- Approximately $1 million is budgeted as an expenditure both this year and the approved 2012-2013 budget for the Flood Hazard Mitigation program.
- Approximately 85% of these funds are expected to be reimbursed by TEMA and FEMA.

General Fund
Building & Neighborhood Services

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	1,130,912	1,177,614	1,199,891	1,285,900	1,294,886
81400	Employee Benefits	579,088	529,925	504,443	510,198	538,919
TOTAL PERSONNEL		1,710,000	1,707,539	1,704,334	1,796,098	1,833,805
OPERATIONS						
82100	Transportation Services	2,291	3,635	2,880	2,080	2,960
82200	Operating Services	2,977	2,155	3,050	2,326	2,350
82300	Notices Subscriptions Publications	10,286	8,776	10,642	4,062	15,127
82400	Utilities	15,449	14,354	13,250	13,871	13,650
82500	Contractual Services	24,466	13,914	27,500	0	8,200
82600	Repair & Maintenance Services	11,417	9,568	11,000	4,500	11,330
82700	Employee Programs	1,297	1,426	3,650	3,305	3,000
82800	Professional Development/Travel	5,502	7,007	12,255	1,380	12,955
83100	Office Supplies	5,028	7,515	7,300	4,409	7,750
83200	Operating Supplies	1,266	3,228	2,750	1,386	5,870
83300	Fuel & Mileage	15,760	21,086	19,275	25,000	22,000
83500	Machinery & Equipment (<$25,000)	7,615	4,249	31,450	12,850	57,830
83600	Repair & Maintenance Supplies	0	0	200	200	200
84000	Operational Units	26,026	34,756	34,033	1,049,155	1,079,470
85100	Property & Liability Costs	17,316	23,570	24,775	26,535	30,698
85200	Rentals	317	1,558	0	0	0
85300	Permits	170	24	440	37	250
86000	Debt Service and Lease Payments	0	0	0	0	7,000
87000	Appropriations	0	4,950	0	0	0
TOTAL OPERATIONS		147,183	161,771	204,450	1,151,096	1,280,640
TOTAL EXPENDITURES		**1,857,183**	**1,869,310**	**1,908,784**	**2,947,194**	**3,114,445**



Planning and Sustainability

Vernon Gerth, Assistant City Administrator
Catherine Powers, Director

The Planning and Sustainability Department works with the Franklin Municipal Planning Commission in providing information and advice to the Board of Mayor and Aldermen and other City officials to assist them in making decisions about growth and development of the City of Franklin. The Department provides the following specific services:

1. Provide expertise and technical assistance to the Franklin Municipal Planning Commission, Board of Zoning Appeals, Franklin Tree Commission, and various ad-hoc committees.
2. Take a leadership role in sustainability efforts for the City, Community, and region, staff the Sustainability Commission.
3. Act as staff support for historic preservation including Battlefield Commission, Design Review Committee, and Historic Zoning Commission.
4. Administer and update the Franklin Zoning Ordinance and Land Use Plan, including the update of a specific character area annually.
5. Research and implement revisions to the Zoning Ordinance to provide greater clarification and more efficient process.
6. Oversee performance agreements and sureties and coordinate inspections associated with improvements to new development including but not limited to streets, sidewalks, landscaping, drainage, and water/wastewater.
7. Perform landscape reviews and inspections.
8. Seek Federal and State funding opportunities to assist with desired projects/activities.
9. Coordinate with other City Departments to process development applications in a timely and efficient manner.
10. Facilitate Williamson County Schools and adjacent communities to look at growth patterns and school settings.
11. Work with the Williamson County School District and Franklin Special School District to introduce Concepts of Planning, Historic Preservation and energy efficiency to the School Population.

Measures	**2009**	**2010**	***2011***
Net Acreage Changes	18.51	0	*0*
Base Zoning Changes			
Acreage Zoned Due to Annexation	18.36	0	*0*
Acreage Rezoned	80.47	218.72	*6.19*

Development Process Approval Measures	**2009**	**2010**	***2011***
Concept Plans	5	17	*1*
Regulating Plans	0	8	*7*
Site Plans	60	55	*61*
Plats	29	37	*42*
Fees Collected	$21,169	$60,708	*$54,716*
Residential Approvals			
Total Units	1430	756	*4*

Sustainable Franklin

The Planning and Sustainability Department will take the following steps to help the City become more sustainable:

1. Provide leadership for sustainable effort within the City organization, in the Community, and throughout the region.
2. Apply for and be awarded various grants, including but not limited to funding for green initiatives. Track number of grants and revenue generated by these grants.
3. Encourage energy efficiency measures in new developments and existing redevelopments.
4. Continue to drastically reduce the need for paper plans by use of technology.
5. Begin the process of establishing reduction targets in greenhouse gas emissions for the community.
6. Research methods for use of solar energy in the City and encourage use through revised regulations in private developments.
7. Pursue additional opportunities to develop solar arrays on municipal properties.
8. Provide assistance with implementation of the Greenway and Trails per the Greenway and Open Space Plan.
9. Develop clear permitting and zoning standards for energy efficient developments.
10. Work with local universities to remove obstacles to sustainability from the Zoning Ordinance and other regulations.

2012-2013 Outlook

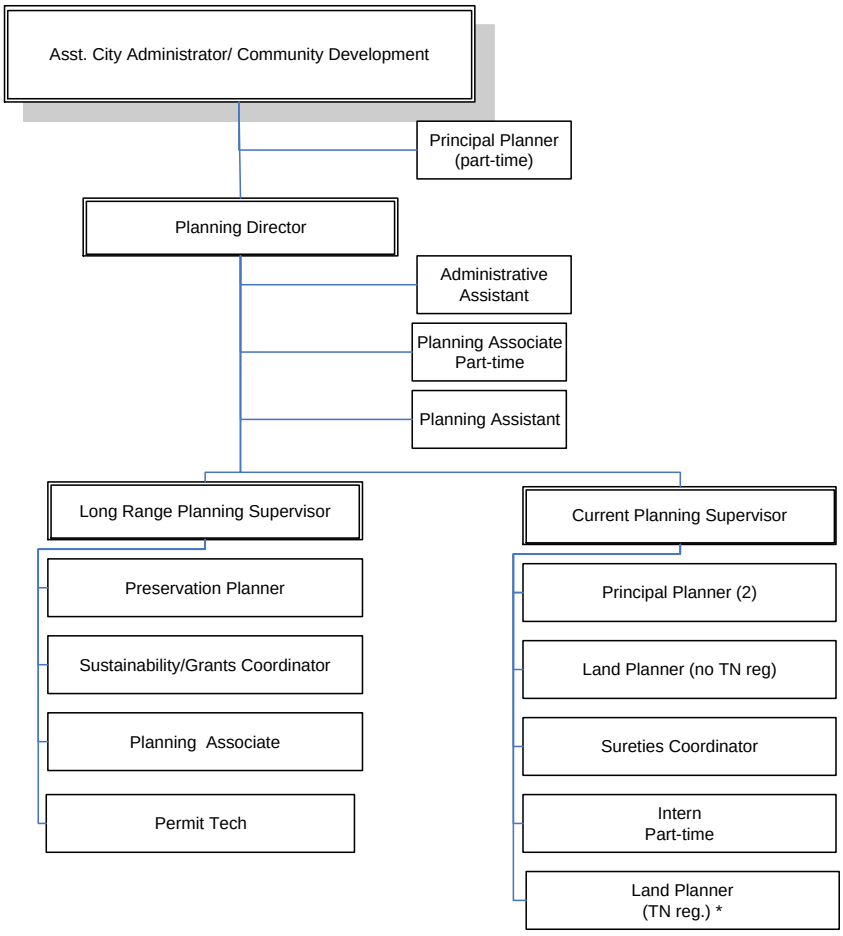
The Planning and Sustainability Department recognizes the need to provide expanded services in-house during the coming fiscal year. This will include updates to the Land Use Plan, Revisions of the Zoning Ordinance, Historic Preservation initiatives and Sustainability recommendations.

The Department established an education program to explain Planning to school children this year and anticipates expanding that outreach effort in the next year.

The Planning and Sustainability staff will continue to foster greater collaboration with other departments, the Williamson County School District and adjacent communities on subjects of common interests.

Finally, Planning will implement the new Development Plan and continue to research methods to streamline processes while assuring quality development.

Organizational Chart



* unfunded

Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Planning & Sustainability
Personnel by Position

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	Not Funded	FY 2013 Full-Time	FY 2013 Part-Time	Not Funded
ACA Comm Dev	26	1	0	0	1	0	0
Planning Director	25	1	0	0	1	0	0
Long Range Planning Supervisor	22	1	0	0	1	0	0
Current Planning Supervisor	22	1	0	0	1	0	0
Staff Engineer II	21	1	0	1	0	0	0
Land Planner (TN reg)	21	1	0	0	1	0	1
Principal Planner	21	2	0	0	2	0	0
Preservation Planner	19	1	0	0	1	0	0
Land Planner (No Tn. reg)	19	1	0	0	1	0	0
Sureties Coordinator	17	1	0	0	1	0	0
Sustainability and Grants Coordinator	17	1	0	0	1	0	0
Planning Associate	14	1	0	0	1	1	0
Planning Assistant	14	1	0	0	1	0	0
Administrative Assistant	12	1	0	0	1	0	0
Permit Technician	12	1	0	0	1	0	0
Planner (Part-Time)	---	0	1	0	0	1	0
Intern	---	0	1	0	0	1	0
TOTAL		16	2	1	15	3	1

Narrative of Personnel Changes	New Position Title	New Position Pay Grade	Reclassification From Job Title	Reclassification To Job Title	Reclassification Pay Grade
Add one PT Planning Associate		14			
Engineer Supervisor-eliminated, moved to Engineering					
Engineer II position-eliminated, moved to Engineering					
Staff Engineer II unfunded position eliminated					
Land Planner (TN reg) Unfunded					

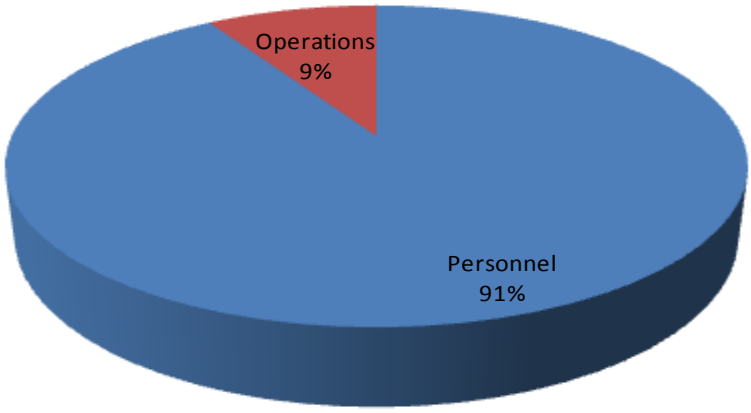
Departmental Career Development Path	Pay Grade	Requirements: Degree	Requirements: Experience	Requirements: Certifications
Principal Planner (Planner III)	21	Bachelors Degree in Planning or Related (Masters Degree preferred but not Required if AICP cert with exp)	3 or more	AICP Certification Req
Sr. Planner (Planner II)	19	Master Degree in Planning or Related	3 or more	
Planner (Planner I)	17	Bachelors Degree in Planning or Related	3 or more	
Planning Associate	16	Bachelors Degree in Planning or Related	1 or more	
Planning Assistant	14	Bachelors or Assoc. Degree in Planning or Related	At least 1 year planning or related exp preferred	

Budget Notes/Objectives
Planning & Sustainability

The Planning and Sustainability Department promoted a Principal Planner to the position of Long Range Planning Supervisor in the 2011-12 fiscal year. A new Principal Planner has been hired and the Department is now fully staffed. However, due to an increase in the responsibilities and volume related to Historic Preservation, the opportunity to pursue additional grants and the Department's accelerated Public Outreach; we are requesting a part-time Planning Associate in the 2012-13 Budget. Additionally, the Sustainability and Grants Coordinator position will be fully funded by the City this fiscal year. There are no funds for outside consultants budgeted in the upcoming fiscal year for Character Area update, which will be completed by Franklin Planning staff. With the exception of the request for a part-time Planning Associate, the 2012-13 funding request represents a continuation budget.

General Fund
Planning & Sustainability

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	864,001	854,668	751,550	794,300	824,927
81200	Officials Fees	11,100	11,100	14,000	14,000	14,000
81400	Employee Benefits	365,228	370,214	280,329	297,360	310,135
TOTAL PERSONNEL		1,240,329	1,235,982	1,045,879	1,105,660	1,149,061
OPERATIONS						
82100	Transportation Services	2,254	2,577	2,200	2,301	4,235
82200	Operating Services	1,624	859	3,100	3,167	5,300
82300	Notices Subscriptions Publications	24,004	20,664	29,677	21,010	22,800
82400	Utilities	6,808	6,565	9,900	9,900	9,900
82500	Contractual Services	55,917	680	240	10,240	240
82600	Repair & Maintenance Services	8,230	7,483	10,690	9,300	10,800
82700	Employee Programs	124	0	5,000	3,075	2,500
82800	Professional Development/Travel	19,331	20,624	29,200	29,795	29,000
83100	Office Supplies	5,548	7,235	13,120	11,889	12,120
83200	Operating Supplies	1,253	1,184	1,904	1,800	2,000
83300	Fuel & Mileage	1,389	1,348	2,600	2,600	2,600
83500	Machinery & Equipment (<$25,000)	7,747	6,150	8,457	9,658	4,250
83600	Repair & Maintenance Supplies	0	70	0	70	0
84000	Operational Units	22,062	45,616	31,570	7,322	0
85100	Property & Liability Costs	3,622	5,302	5,309	5,658	6,554
85300	Permits	548	0	0	23	0
TOTAL OPERATIONS		160,461	126,357	152,967	127,808	112,299
CAPITAL						
89500	Machinery & Equipment (>$25,000)	0	0	0	15,000	0
TOTAL CAPITAL		0	0	0	15,000	0
TOTAL EXPENDITURES		**1,400,790**	**1,362,339**	**1,198,846**	**1,248,468**	**1,261,360**



Engineering / Traffic Operations Center (TOC)

Paul P. Holzen, (Interim) Director

ENGINEERING

The Engineering Department plans for the future infrastructure needs of the City of Franklin and consists of three divisions. The divisions include Engineering, Traffic Operations and Stormwater. The department works with other City Departments, elected officials, and the public to ensure that our infrastructure is designed and installed properly and that it meets all Local, State and Federal standards and guidelines. Both City-funded and private infrastructure projects are managed and reviewed by the Engineering Department.

The Traffic Operations Division manages the transportation network within the City of Franklin and is responsible for signal timing. A goal of the Traffic Operations Division is to perform timing optimizations for signal systems. Currently there are three major systems in the City - Cool Springs, SR 96 E (Murfreesboro Rd.), and Downtown (Main St, Fifth Ave, Columbia Ave). An optimization is like a tune-up for a car engine. Everyone that uses those optimized systems saves time and fuel over the previous conditions they may have experienced.

The Stormwater Division helps the City stay in compliance with mandates set by the Federal (EPA) and State (TDEC) Governments to minimize stormwater runoff. Under the Clean Water Act of 1972, the Environmental Protection Agency (EPA) requires municipalities like Franklin to manage stormwater. The City has received a Phase II Municipal Separate Storm Sewer System (MS4) Permit from the Tennessee Department of Environment and Conservation (TDEC) to allow Franklin to discharge stormwater into nearby rivers and streams.

TRANSPORTATION OPERATIONS CENTER (TOC)

The Transportation Operations Center (TOC) has identified two goals from its ongoing Congestion Management Program that create positive benefits for the public. They are the Traffic Data Collection Program and the Traffic Signal Timing Optimization Program. These two programs allow the TOC to track and monitor both the changes in the transportation network as well as the effectiveness of the application applied to the transportation network. These efforts produce real world improvements in traffic related issues, such as decreasing overall traffic delays, improving safety, and the reduction of vehicular pollution.

Traffic Data Collection Program:

Traffic Counts or Data Collection have been and continue to be the most basic building blocks of any traffic management system. With the rapid growth and development of the City of Franklin in the recent past, traffic volumes have also grown and developed. This program was designed to perform "turning movement counts" for each peak hour at each of our nearly 95 signalized intersections every three years.

1. SR 96 E, Mack Hatcher and Hillsboro Rd Corridors.
2. Cool Springs Blvd, Carothers Parkway and Mallory Lane Corridors.
3. Downtown Franklin, SR 96 W and Franklin Road Corridors.

The data collected is used to develop traffic signal timing plans that will best move traffic with highest degree of safety and minimal delay. By utilizing traffic modeling software, we develop intersection timing plans that best manage those rush hour flows.

Traffic Signal Timing Optimization Program:
Traffic Signal Optimization is the primary activity utilizing the data collected by the Annual Traffic Data Collection Program. A 2005 Institute of Transportation Engineers White Paper on *Benefits of Retiming Traffic Signals* states, "An operating agency with a budget to retime traffic signals every 3 years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."

The City of Franklin currently has 3 primary signal systems. They are SR 96 E, Downtown and the Cool Springs Galleria area. The chart below indicates some of the benefits achieved through Traffic Signal Optimization. The data presented shows reductions in 3 key areas: Travel Time Delay and reduced Hydrocarbon and Carbon Monoxide emissions.

Improvements	**2010 Actual**	**2011 Actual**	**2012 Projected**	**2013 Goal**
System	SR 96	SR 96 E*	West Main/5th Ave/Hillsboro/ Columbia	Cool Springs
Delay	10%		15%	15%
Hydrocarbon	Avg./Results		Avg./Results	Avg. /Results
Carbon Monoxide	Avg./Results		Avg./Results	Avg. Results

The City of Franklin using Data and results provided in 2008 for SR 96E to perform an adjustment to the SR 96 E system in 2011. This adjustment took into consideration changing traffic flow on Carothers Pkwy not previously consider in the 2008 study.

STORMWATER
One of the Stormwater Division's goals is to reduce and eliminate non-stormwater flows (called illicit discharges) from the City of Franklin Municipal Separate Storm Sewer System (MS4) to improve water quality in the Harpeth River Watershed. MS4s discharge directly to rivers and streams without being treated at a treatment plant. This means whatever washes into the city's storm sewer system ends up in our rivers and streams. By monitoring each outfall point, the City is able to identify and eliminate sources of water pollution. The City will inform public employees, businesses, and the general public of the hazards associated with illegal discharges and improper disposal of waste. The public can report suspected illicit discharges via the City website or the Stormwater Pollution Hotline (615-791-3218). Documented illicit discharges will be eliminated as soon as possible.

Performance Measure: Inventory all stormwater inlets and outfalls in the Franklin City Limits; once inventory is completed, field screen each outfall for pollutants. If pollutants are identified follow-up inspections will be made to find and eliminate the source of pollution.

Measure/Goal	**FY10** Actual	**FY11** Actual	**FY12** Projected	**FY13 Goal**
Number of Inlets and Outfalls Inventoried	862	1,200	200	500
Number of Outfalls Screened for Pollutants (after inventory completed)	0	0	100	100
Number of Outfalls Positive with Pollutants	0	0	TBD*	TBD
Number of Illicit Discharges Eliminated from Outfalls	0	0	TBD*	TBD

* Outfall screening is still being completed. Currently, none have been positive with pollutants.

RIGHT-OF-WAY

When meeting with property owners to acquire right-of-way and easements we strive to give the property owner all the information about the upcoming project. We also work extremely hard to meet with affected property owners on more than one occasion (even before or after normal working hours). Although it is our goal to get all documents signed without using condemnation, it is not always possible. Some property owners are unwilling to work with the city, others will not respond to certified mail or phone messages. When this situation persists, we have no choice but to enter into condemnation proceedings. This performance measurement is comparing how many properties were to be acquired, how many were successfully acquired without condemnation and how many times the city entered into condemnation. In the future we will also be keeping up with the number of times we made contact or met with property owners. We hope this information will be helpful in the future for budgeting, staffing and scheduling needs.

The Right-of-Way Goal for the Engineering Department is to successfully acquire 80% of the properties through negotiations (without having to go into condemnation proceedings). See the chart below for the most recent property acquisition data:

PROJECT NAME	TOTAL NUMBER OF PROPERTIES	NUMBER OF OFFERS	SIGNED, AGREED OR CLOSED	CONDEMNATIONS
Hillsboro Road Improvements Project	63	26	16	0
MTEMC Offsite Easements Line A	67	67	64	0
Century/Beasley Connector	1	0	0	0
Mack Hatcher NW Quad	45	45	41	4
McEwen Drive at Wilson Pike	5	4	1	0
TOTAL	181	142	122	4
			96.8%	3.2%

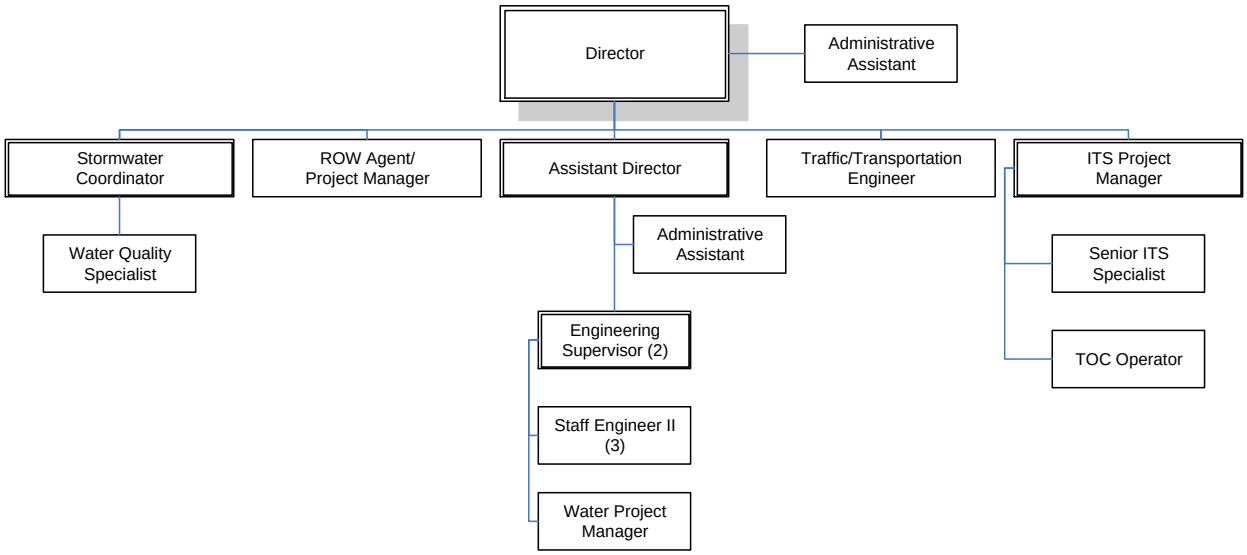
Sustainable Franklin

The Engineering Department has continued to be proactive to incorporate sustainable measures into infrastructure projects. Over the past year, staff has implemented a new pilot program that grants water quality and detention credit for Permeable Interlocking Concrete Pavers. This was done to promote infiltration of stormwater to reduce the overall amount of runoff leaving a site. Additionally, staff has promoted widespread integration of low impact development designs, including promoting rain gardens into development project designs. Staff will continue to seek opportunities to incorporate alternative modes of transportation, energy efficient lighting and other sustainable measures into the infrastructure projects planned for the City.

Both Engineering and Planning have worked together to establish the City's first renewable energy public-private partnership. This project consisted of building a 200kW solar array at the City's wastewater treatment plant. Construction is anticipated to be complete by May 2012.

The Engineering Department will continue to move towards implementing "paperless" office strategies by moving all review of plans to electronic files instead of multiple paper copies. This will result in less paper being wasted as well requiring significantly less physical storage space for sets of paper plans. Ongoing initiatives include migrating to a new web-based electronic plan review system and establishing a digital archive of approved construction plans.

Organizational Chart



Stormwater Management Coordinator & Water Quality Specialist included in Stormwater Personnel.
Traffic/Transportation Engineer, ITS Project Manager, and Sr ITS Specialist included in TOC Personnel.

Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
Personnel by Position

Engineering Department

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	FY 2012 Not Funded	FY 2013 Full-Time	FY 2013 Part-Time	FY 2013 Not Funded
Director of Engineering	25	1	0	0	1	0	0
Assistant Director of Engineering	23	0	0	0	1	0	0
Engineering Supervisor	22	2	0	0	2	0	0
Engineer II	21	2	0	0	3	0	0
Engineer I	20	2	0	0	0	0	0
Right of Way Agent/Project Mgr	18	1	0	0	1	0	0
Administrative Asst.	12	2	0	0	2	0	0
	TOTALS	**10**	**0**	**0**	**10**	**0**	**0**

Traffic Operations Center (TOC)

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	FY 2013 Full-Time	FY 2013 Part-Time
Traffic/Transportation Engineer	23	1	0	1	0
ITS Project Manager	19	1	0	1	0
ITS Specialist Sr.	17	1	0	1	0
TOC Operator	12	0	0	1	0
		3	**0**	**4**	**0**

Budget Notes/Objectives
Engineering

- The Engineering Department is requesting 2 additional positions to include an Assistant Director of Engineering and a TOC Operator for FY 2013.

- TOC is requesting $140,000 in Consultant services as part of the operations budget. This funding is part of the Traffic Signal Timing Optimization and Testing Program for the Cool Springs Area.

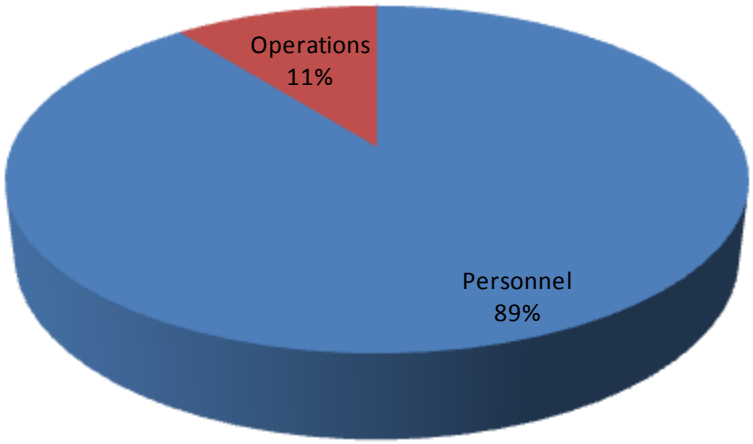
- TOC is requested $2,125,000 in Capital. Of this amount $1,432,000 will be reimbursed to the City through grants.

- Stormwater is requesting $235,000 in consultant services as part of the operations budget. This funding is for our BMP Manual Update, GIS Impervious Surface Update and Stormwater Management Master Plan.

- Stormwater is requesting $1,840,000 in Capital for storm water improvement projects.

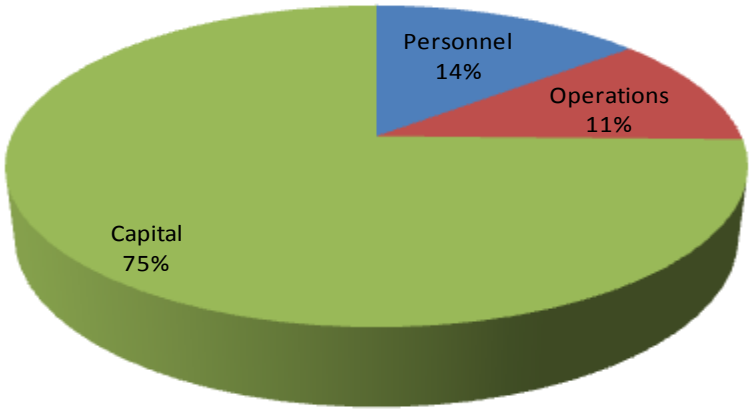
General Fund
Engineering

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	371,505	390,646	532,178	569,600	558,670
81400	Employee Benefits	170,632	168,631	210,499	200,460	212,227
TOTAL PERSONNEL		542,137	559,277	742,677	770,060	770,897
OPERATIONS						
82100	Transportation Services	845	1,035	1,500	1,000	1,000
82200	Operating Services	758	451	900	1,375	6,140
82300	Notices Subscriptions Publications	1,700	2,842	5,718	3,814	4,680
82400	Utilities	3,625	2,703	3,930	3,456	4,480
82500	Contractual Services	(19,536)	1,155	10,000	10,000	10,000
82600	Repair & Maintenance Services	1,890	1,770	2,400	3,030	2,600
82700	Employee Programs	91	(33)	200	200	825
82800	Professional Development/Travel	7,835	6,358	20,385	16,200	22,335
83100	Office Supplies	2,518	2,420	3,810	3,450	3,950
83200	Operating Supplies	429	186	1,921	1,493	2,515
83300	Fuel & Mileage	1,895	2,803	2,700	3,000	3,250
83500	Machinery & Equipment (<$25,000)	14,036	3,105	16,818	16,257	22,650
83600	Repair & Maintenance Supplies	315	14	0	75	100
85100	Property & Liability Costs	2,026	2,849	2,950	3,090	3,631
85300	Permits	1,202	1,625	2,095	2,047	3,350
85900	Other Business Expenses	0	0	200	200	200
TOTAL OPERATIONS		19,629	29,283	75,527	68,687	91,706
TOTAL EXPENDITURES		**561,766**	**588,560**	**818,204**	**838,747**	**862,603**



General Fund
Traffic Operations Center

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	165,246	170,047	162,199	176,700	200,344
81400	Employee Benefits	62,784	61,134	61,249	57,530	67,548
TOTAL PERSONNEL		228,030	231,181	223,448	234,230	267,892
OPERATIONS						
82100	Transportation Services	78	0	250	200	200
82200	Operating Services	245	220	335	100	820
82300	Notices Subscriptions Publications	1,777	2,774	3,058	2,666	3,665
82400	Utilities	1,946	2,472	3,030	3,160	2,400
82500	Contractual Services	23,755	55,595	116,750	85,450	152,000
82600	Repair & Maintenance Services	3,383	732	11,530	12,126	1,150
82700	Employee Programs	50	46	60	60	100
82800	Professional Development/Travel	2,364	2,792	4,760	3,182	7,500
83100	Office Supplies	286	173	410	410	410
83200	Operating Supplies	182	95	760	760	760
83300	Fuel & Mileage	527	682	550	1,200	1,200
83500	Machinery & Equipment (<$25,000)	3,835	32,869	4,450	6,750	27,700
83600	Repair & Maintenance Supplies	146	100	0	200	1,400
84000	Operational Units	128,982	768,851	1,104,300	327,167	0
85100	Property & Liability Costs	776	1,122	1,120	1,195	1,387
85300	Permits	400	400	400	400	540
86000	Debt Service and Lease Payments	0	0	0	0	10,339
TOTAL OPERATIONS		168,732	868,923	1,251,763	445,026	211,571
CAPITAL						
89500	Machinery & Equipment (>$25,000)	408,269	304,701	2,525,000	510,814	1,415,000
TOTAL CAPITAL		408,269	304,701	2,525,000	510,814	1,415,000
TOTAL EXPENDITURES		**805,031**	**1,404,805**	**4,000,211**	**1,190,070**	**1,894,463**



Parks

Lisa Clayton, Director

The goal of the Franklin Parks Department is to provide a diverse and high quality system of parks, recreation facilities and public open spaces that will meet the recreation and leisure needs of the residents and visitors populations and that will protect and enhance the environmental character of the City of Franklin.

Measurement/Goal	**FY 09-10**	**FY 10-11**	**FY 11-12**	**FY 12-13**
Cost per Franklin Resident to Support Parks	$10.57	$10.57	$10.64	$11.41
Operational Expenditures				
Administrative	69%	69%	63%	58%
Operations/Program	17%	17%	21%	17%
Maintenance	9%	9%	10%	8%
Capital Improvements	1%	1%	3%	15%
Capital Equipment	4%	4%	3%	2%
Revenues				
Pavilion Rentals	20%	20%	12%	
Contractual User Groups	34%	22%	22%	
Special Event Permits Issued	28%	32%	49%	
Lease Agreements	18%	22%	17%	
Urban Forestry & Recycling				
Trees Planted	465	238	60	
Tree Farm Trees	300	240	80	
Trees Planted by Donation/Grants	6	150	250	
Trees Purchased From Tree Bank	581	190	29	
Lecture Series Attendance	85	75	112	

Measurement/Goal	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Blue Bag Recycling (partial year)	-	69	233	
Park Attendance by Scheduled Users				
Schools	6,211	6,580	9,407	
Athletics	7,331	5,205	7,547	
City Sponsored Special Events	5,755	10,180	8,775	
Outside Sponsored Special Events	36,906	40,456	41,986	
Acres per 1000 residents (The National Recreation & Parks Association recommends 6 acres per 1000 residents. The City of Franklin has a total of 704 acres of parks) * New census population figure used = 62,487	12.52	12.52	11.28	

Sustainable Franklin

The City of Franklin Parks Department has taken the following actions toward helping the City become more sustainable:

- Increase the use of renewable energy to meet 10% of the City's peak electrical load within seven years. Replace park lighting with energy saving or LED lights in the park system. (Estimated date of completion: 6-30-2016)

- Installation of a city wide park "Blue Bag" program within the athletic complexes of Jim Warren Park, Liberty Park and Fieldstone Park. (Estimated date of completion: 6-30-13)

- LED streetlight Retrofit Pilot Project-in using the remaining unallocated monies ($4,200) from the DOE Energy Efficiency and Conservation Block Grant and in conjunction with TVA's Energy Right Solutions for Business incentives Parks installed 29 LED bulbs at 38watts each for a grand total of $96 dollars. The bulbs cost $179 each with 5year 50,000 hour warranty and a 70+% efficiency. (Completed in October 2011)

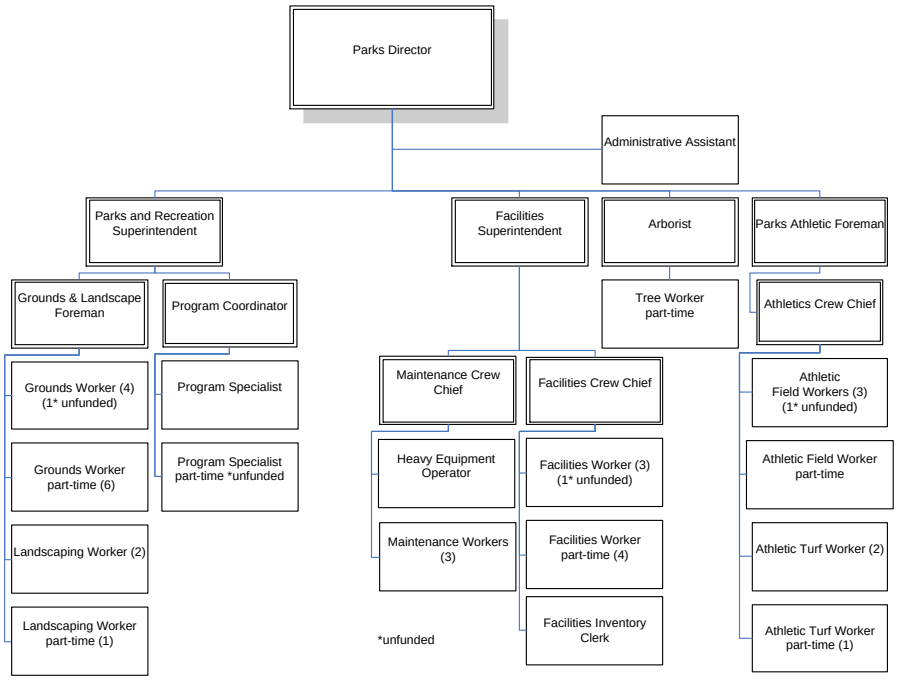
- Implementation of a new self-guided free Historic Cell Phone Tour shall enhance the historical experience for all users by being interactive with audio supporting the visual experience and ADA compliance program. The free

tour would include stops at all historic park sites. This program would augment the existing Civil War Trails markers, enhance Heritage Tourism, showcase historic parks and encourage visitors to attend historic museums and other city attractions (Completion date 6-30-12).

2012-2013 Outlook

The primary challenge in development of the Parks budget for Fiscal Year 2012-13 was dealing with shrinking revenues at the same time that expenses are growing. Total General Fund revenues for the coming year are projected to be increased primarily due to growth in special events, renovation of the Historic Hayes Home and activities within the overall parks system. Meanwhile, Park General Fund expenses face growing pressure from rapidly increasing costs of fuel, utilities, and existing unfinished park land and facilities.

Organizational Chart



Staffing by Position

City of Franklin
2012-2013 Fiscal Year Budget
General Fund - Parks
Personnel by Position

Position	Pay Grade	FY 2012		Not	FY 2013		Not
		Full-Time	Part-Time	Funded	Full-Time	Part-Time	Funded
Parks Director	24	1	0	0	1	0	0
Parks & Recreation Superintendent	21	1	0	0	1	0	0
Facilities Superintendent	19	1	0	0	1	0	0
Athletic Foreman	17	1	0	0	1	0	0
Parks Program Coordinator	16	1	0	1 FT	1	0	0
Arborist	16	1	0	0	1	0	0
Grounds & Landscape Foreman	15	1	0	0	1	0	0
Facilities Crew Chief	14	1	0	0	1	0	0
Athletics Crew Chief	13	1	0	0	1	0	0
Groundskeeper Crew Chief	13	1	0	0	1	0	1FT
Landscape Crew Chief	13	1	0	0	1	0	1FT
Maintenance Crew Chief	13	1	0	0	1	0	0
Program Specialist	13	1	1	0	1	1	1 PT
Admin Assistant	12	1	0	0	1	0	0
Heavy Equipment Operator	12	1	0	0	1	0	0
Athletic Turf Worker	11	2	1	0	2	1	0
Athletic Field Worker	11	3	1	1 FT	3	1	1 FT
Facilities Worker	9	3	3	1 FT	3	4	1 FT
Facilities Inventory Clerk	TBD	1	0	0	1	0	0
Grounds Worker	9	4	5	1 FT	4	6	1 FT
Landscaping Worker	9	2	1	1 FT	2	1	0
Maintenance Worker	9	3	0	0	3	0	0
Tree Worker	9	0	1	0	0	1	0
	TOTALS	**33**	**13**	**5**	**33**	**15**	**6**

	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Parks Program Coordinator - Due to the increase in amount of special events, permits, rentals and potential to increase more within the community, the need to re-fund this position becomes critical within the department. This would allow for two staff to maintain the ongoing demand for special events within the parks and day-to-day operations. Proposed Hiring Date: July 2012	Parks Program Coordinator	16			
Landscape Worker - skilled in manual work, growing and maintaining lawns, flowers, shrubs, trails and trees on all park property. Work involves planning and executing the beautification plans for the parks and includes landscaping projects performed within the framework of good horticultural practices and project or master landscaping plans. Proposed Hiring Date: Feb. 2013	Parks Landscape Worker	9			
Groundskeeping Crew Chief Full-Time Not Funded		13			
Landscaping Crew Chief Full-Time Not funded		13			
Parks Programming Specialist Part-Time (Seasonal) Not Funded		13			
Parks Athletic Field Worker Full-Time Not funded		11			
Parks Facilities Worker Full-Time Not funded; Increased one Part-Time (Seasonal)		9			
Grounds Maintenance Worker Full-Time Not funded; Increased one Part-Time (Seasonal)		9			

Budget Notes/Objectives
Parks

REVENUES:

Park General Fund revenues totaled $50,405 which is 63% increase than budgeted Park General Fund Revenues for the 2011-12 fiscal year. The majority of Parks revenue comes from special event/athletic rentals and lease agreements. The increase is attributed to the renovations of the Eastern Flank Battlefield Facility for rentals and the increase in special events weekly in the parks system. It is recommended that current park projects be funded by several sources in order to complete projects needed for the citizens of Franklin and tourism. One opportunity is to utilize funding when deemed appropriate from the Hotel/Motel tax. The department shall continue to utilize grants and alternative funding sources when opportunities arise such as partnering with the newly formed Friends of Franklin Parks non-profit and other businesses within the city.

EXPENDITURES:

Park General Fund expenditures are budgeted at $3,497,755. This is a 33% increase from expenditures in the current fiscal year due to the number of grants inserted into the capital budget in hopes of projects such as canoe launches at Pinkerton Park and Harlinsdale Farm as well as greenway projects within the parks system. However, in the current budget, there is a large increase due to replacement equipment and utility services (existing and new charges). Parks budgeted personnel in 2012-13 for six positions unfunded (FT: Grounds & Landscaping Crew Chief's; PT: Parks Programming Specialist; FT: Athletic Field Worker; FT: Facilities Worker & FT: Grounds Worker) and to fund two new positions – Parks Programming Coordinator and a Landscape Worker position. In addition, 15 part-time (seasonal) employees that will work within the department throughout all divisions: Facilities, Groundskeeping, Landscaping, Urban Forestry & Athletics.

CAPITAL:

Budgeted Park capital projects from the General Fund include in the building improvements category is for construction improvements for the Historic Hayes Home at The Farm at Harlinsdale Park. The additional design work needed to begin the restoration of the main barn at Harlinsdale Park. In the Parks & Recreational Facilities category, several grants have been located within this section to show revenue and expenditures for the parks. Also included in this category is additional three plank fencing for Harlinsdale Farm; fencing for the Eastern Flank Battlefield Park along Lewisburg Pike to match existing historical park areas to denote the battlefield. Funding also includes a new area for the Parks Department, Historical Cemeteries. Lastly within this line item is the much needed final piece of equipment for improving Fieldstone Park, scoreboards. Scoreboards are needed for existing programs and allow for future revenue possibilities of hosting sanctioned softball tournaments because without scoreboards, tournaments of this caliber cannot be conducted. In the Vehicle category: the replacement of one existing vehicles within the department by adding a SUV vehicle to be shared throughout the department and transferring an existing vehicle into another division. In the Machinery & Equipment Category, a replacement of a 3-gang reel mower for all athletic fields will be purchased for along with a trade-in of a 5-gang reel mower originally purchased from the

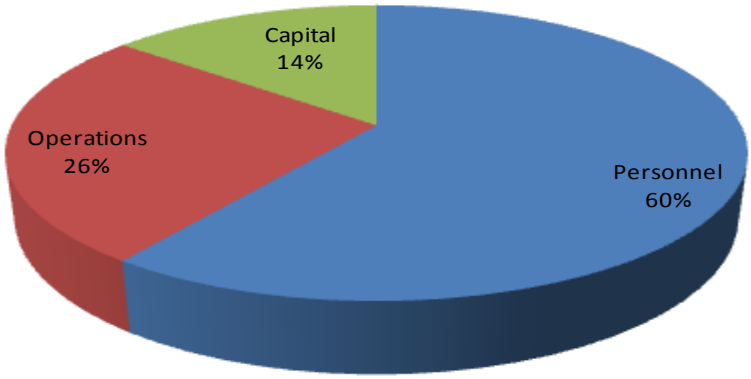
Country Club of Franklin during the sale of the golf course. A life of eight to ten years is expected to be reached from purchasing a new mower as its utilized three times a week on Bermuda athletic turf.

SUMMARY:

The Fiscal Year 2012-2013 budget for the City of Franklin Parks Department is a product of months of considerable effort by many individuals beginning with the input and analysis of staff members at all levels of the organization and continuing through the final decisions of BOMA that values strategic planning and is committed to our community's quality of life and efficient stewardship of public funds.

General Fund
Parks

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	1,100,554	1,173,959	1,272,345	1,169,900	1,335,783
81400	Employee Benefits	579,597	542,973	510,633	490,794	588,191
TOTAL PERSONNEL		1,680,151	1,716,932	1,782,978	1,660,694	1,923,974
OPERATIONS						
82100	Transportation Services	753	2,274	6,100	6,200	6,200
82200	Operating Services	11,653	11,810	15,700	14,200	15,900
82300	Notices Subscriptions Publications	62,439	229,629	38,585	36,895	38,575
82400	Utilities	170,130	215,033	163,000	221,450	201,540
82500	Contractual Services	(19)	0	0	0	16,170
82600	Repair & Maintenance Services	83,187	105,044	71,700	67,200	101,360
82700	Employee Programs	2,334	233	6,350	6,650	8,200
82800	Professional Development/Travel	5,958	17,197	15,300	14,300	16,350
83100	Office Supplies	11,195	8,223	8,900	9,700	9,260
83200	Operating Supplies	45,807	40,719	65,375	65,385	64,200
83300	Fuel & Mileage	35,534	44,887	40,000	51,824	52,000
83500	Machinery & Equipment (<$25,000)	41,664	96,702	57,750	65,750	63,740
83600	Repair & Maintenance Supplies	116,684	119,023	179,850	179,225	180,700
84000	Operational Units	6,332	521,460	5,000	0	0
85100	Property & Liability Costs	23,652	26,159	31,007	33,085	38,420
85200	Rentals	6,927	6,034	10,400	12,456	11,110
85300	Permits	420	1,061	1,300	1,300	1,500
85900	Other Business Expenses	265	(200)	0	0	0
TOTAL OPERATIONS		624,915	1,445,288	716,317	785,620	825,225
CAPITAL						
89200	Buildings	0	0	36,408	36,408	0
89300	Improvements	20,071	0	55,000	25,000	395,752
89500	Machinery & Equipment (>$25,000)	62,618	201,497	53,500	53,500	58,451
TOTAL CAPITAL		82,689	201,497	144,908	114,908	454,203
TOTAL EXPENDITURES		**2,387,755**	**3,363,717**	**2,644,203**	**2,561,222**	**3,203,402**



Economic Development

This department is used to identify payments specifically related to economic development. An allocation is made for economic development of $25,380 plus an additional amount for the Greater Nashville Regional Council of $12,125. Membership to the Nashville Area Metropolitan Planning Organization is budgeted at $5,237. $50,000 is for the City's special event grant program. In 2013, $20,000 is added for the City's share of a proposed position for economic development.

An additional allocation for the Williamson County Convention and Visitors Bureau is budgeted in the Hotel Tax Fund.

	Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
OPERATIONS					
CONTRACTED SERVICES	41,476	45,313	92,314	95,742	115,742
Economic Development	27,000	25,380	25,380	25,380	25,380
Greater Nashville Regional Council	11,476	11,696	11,697	12,125	12,125
Nashville Area Chamber of Commerce	3,000	3,000	0	3,000	3,000
Nashville Area Metropolitan Planning Organization	0	5,237	5,237	5,237	5,237
Special Event Grant Expenditures	0	0	50,000	50,000	50,000
Econ Dev - Franklin share of proposed position	0	0	0	0	20,000
TOTAL OPERATIONS	41,476	45,313	92,314	95,742	115,742

Community Development Block Grant (CDBG) Fund

This fund is used to account for receipts from CDBG grants and usage of these monies to further community development. In 2013, operating expenditures of $227,180 are budgeted.

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
25100	BEGINNING FUND BALANCE	(19,131)	19,138	19,266	19,266	20,076
33580	CDBG GRANT (FEDERAL)	291,403	444,634	299,406	41,026	227,180
33953	FEDERAL ARRA # 3	54,422	18,926	0	0	0
36100	INTEREST INCOME	8	117	200	610	630
37100	TRANSFER FROM GENERAL FUND	19,131	0	0	0	0
39210	CONTRIBUTIONS - OTHERS	0	10	0	3,369	0
Total Available Funds		**345,833**	**482,825**	**318,872**	**64,271**	**247,886**
OPERATIONS						
82100	Transportation Services	0	34	0	0	0
82300	Notices Subscriptions Publications	466	1,793	0	700	0
82500	Contractual Services	46,619	269,192	299,406	43,495	227,180
82600	Repair & Maintenance Services	201,188	145,614	0	0	0
84000	Operational Units	78,422	46,926	0	0	0
TOTAL OPERATIONS		**326,695**	**463,559**	**299,406**	**44,195**	**227,180**
CAPITAL						
TOTAL EXPENDITURES		**326,695**	**463,559**	**299,406**	**44,195**	**227,180**
TOTAL UNALLOCATED FUNDS		**19,138**	**19,266**	**19,466**	**20,076**	**20,706**

Streets

Joe York, Director

The Street Department was established as a separate department in 1987. The maintenance facility is currently located at 108 Southeast Parkway. Infrastructure improvements include: Annual Paving Program, Roadway and Drainage improvements, ongoing Sidewalk Improvement project and Traffic Signal upgrades. The Street Department currently maintains approx. 284 miles of roadway.

The Street Department operates with a staff of 62 full time employees and 7 part-time employees within four (4) divisions. The four divisions of the Streets Department include: Street Maintenance division, Traffic division, Stormwater division, and Fleet Maintenance division.

Measurement/Goal	**FY10**	**FY11**	**FY12** *(Projected)*
Cost to pave Streets*	$1,873,818	$1,628,332	$1,650,000
Cost to repair sidewalks	$70,000	$100,000	$100,000
Cost of Curb & Gutter	$11,961	$0	$10,000
Leaf Vacuum Season (cubic yds)	8,611cu yds	7,000 cu yds	5,800 cu yds
Traffic Division Budget	$1,092,965	$1,032,940	$1,053,709
Number of Signs Produced Qty/Cost per Sign			
Stop Signs	90/$41.75	100/$43.00	83/$43.00
Speed Limit Signs	45/$26.12	50/$27.00	32/$27.00
Street Name Signs	150/$21.18	150/$22.00	192/$22.00
Parking Signs	75/$9.61	80/$10.00	17/$10.00
Yield Signs	25/$40.05	20/$41.00	11/$41.00
Way Finding Signs	10/$1,200	4/$1,200	3/$1,200
Specialty Signs	70/$20.00	100/$20.00	140/$20.00
Downtown Banners**	120/$17.00	120/$17.00	100/$17.00

**Costs include Capital Improvements and Traffic Calming services.*

***Banners produced in-house at a cost of $17 each resulted in an incredible savings compared to the cost of $76 each for purchase from an outside source. For 100 banners produced, the savings totaled $7,600.*

Sustainable Franklin

The Street Department established a compost program in 2008. The Landscape Division performs the composting process at the old City burner site located on Incinerator Road off Lula Lane. Dump truck loads of leaves vacuumed during the annual leaf season, and previously hauled to the county landfill, are now utilized to produce compost material. This program has been a huge success, large quantities of the compost are utilized by the Parks Dept, Streets Maintenance division & Streets Stormwater division. These divisions have realized a cost savings from the purchase of like material from local vendors as well as: fuel costs and disposal fees.
Monies have also been generated from the sale of compost. The compost is being offered to the public in bulk form for $20 per cubic yd.

The Fleet Maintenance Division "green" savings result from:

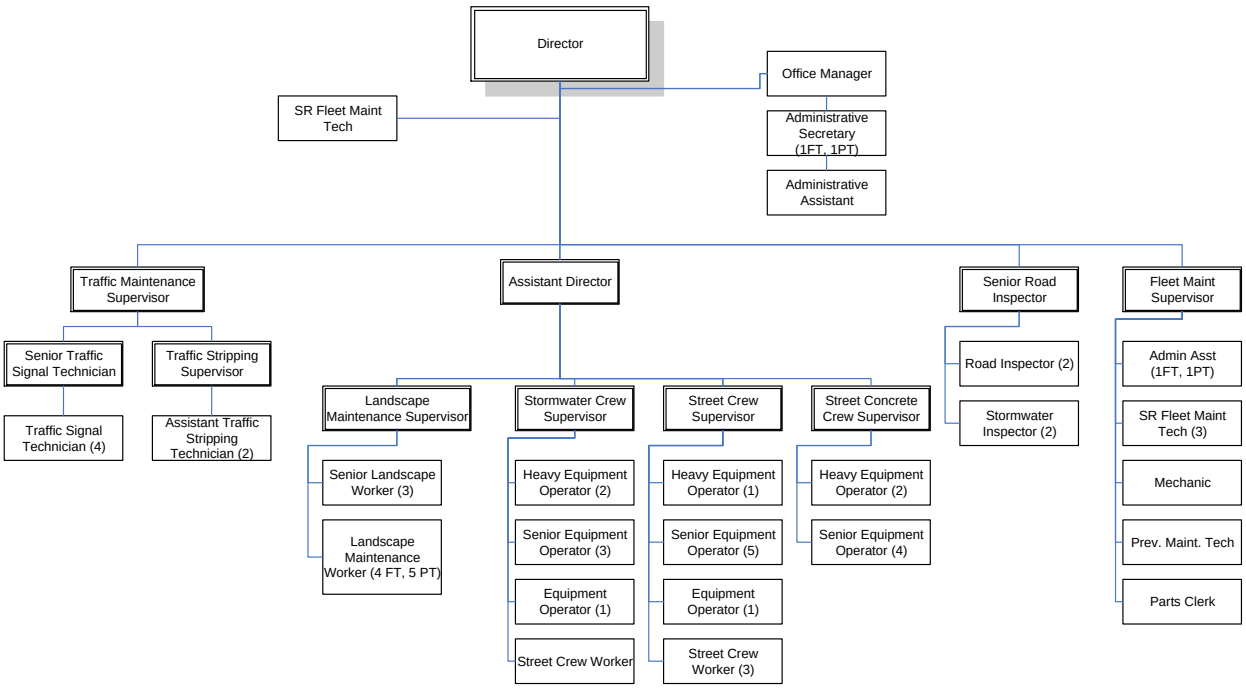
- Utilizing recycle bins for paper, plastic bottles, and cans
- Recycling cardboard
- Turning off all lights, including overhead shop lights, at night and when not in use

The Traffic Division has installed LEDs (Light Emitting Diodes) in all City owned traffic signals. LED lights reduce power consumption, and produce minimal heat, improving signal efficiency and requiring less maintenance. The new McEwen Drive will have LED lighting installed as part of its construction project. The Traffic Division proposes changing out all Downtown street lights to LED lighting.

UPS Systems (Uninterruptable Power Supply) have been installed throughout the City by the Traffic Division. UPS Systems allow signals with LED lights to continue working for up to eight hours during power failures. This helps avoid additional expenditures associated with personnel call-back and police assistance. UPS Systems provide clean, regulated dual conversion power for traffic signal controllers and other sensitive equipment inside the cabinet, and extend their service life.

In-house sign production is a cost savings compared to sign purchase from a supplier. The sign shop manufactures a variety of signs including all regulatory signs throughout the City as well as signs for the downtown parking garages, other City departments, special events, etc. These productions result in a cost savings to the Street Department as well as other City Departments.

Organizational Chart



Staffing by Position

Street - Stormwater Fund

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	FY 2013 Full-Time	FY 2013 Part-Time
Stormwater Mgmt Coordinator	21	1	0	1	0
Water Quality Specialist	17	1	0	1	0
Stormwater Inspector	16	2	0	2	0
Stormwater Supervisor	14	1	0	1	0
Heavy Equipment Operator	12	2	0	2	0
Equipment Operator Sr	11	7	0	7	0
Equipment Operator	9	1	0	1	0
Street Crew Worker	8	1	0	1	0
Intern	---	0	1	0	1
	TOTALS	**16**	**1**	**16**	**1**

Street-Traffic Division

Position	Pay Grade	FY 2012 Full-Time	FY 2012 Part-Time	FY 2013 Full-Time	FY 2013 Part-Time
Traffic Maint Supervisor	18	1	0	1	0
Traffic Sign/Mnt Electrician	16	1	0	1	0
Traffic Striping/Sign Prod Supervisor	16	1	0	1	0
Traffic Signal Technician	14	3	0	4	0
Asst Traffic Striping Technician	12	2	0	2	0
	TOTALS	**8**	**0**	**9**	**0**

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Additional Employee	Traffic Signal Technician	14	new	new	

City of Franklin
2012-2013 Fiscal Year Budget
Personnel by Position

Street-Maintenance Division

Position	Pay Grade	FY 2012		FY 2013	
		Full-Time	Part-Time	Full-Time	Part-Time
Street Director	24	1	0	1	0
Assistant Director	22	1	0	1	0
Senior Road Inspector	17	1	0	1	0
Landscape Maint Supervisor	16	1	0	1	0
Road Inspector	16	2	0	2	0
Sr.Fleet Maintenance Technician	15	1	0	1	0
Street Crew Supervisor	14	2	0	2	0
Office Manager	TBD	0	0	1	0
Administrative Assistant	12	2	0	1	0
Heavy Equipment Operator	12	3	0	3	0
Landscape Maint Worker Sr	12	3	0	3	0
Sr. Equipment Operator	11	5	0	5	0
Administrative Secretary	10	1	0	1	0
Equipment Operator	9	1	0	1	0
Landscape Maint Worker	9	4	5	4	5
Secretary	9	0	1	0	1
Street Crew Worker	8	3	0	3	0
	TOTALS	**31**	**6**	**31**	**6**

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Create Office Manager position reduce Administrative Assistant position by one	Sr. Administrative Assistant	TBD	Administrative Assistant	Office Manager	

Street-Fleet Maintenance

Position	Pay Grade	FY 2012			FY 2013		
		Full-Time	Part-Time	Unfunded	Full-Time	Part-Time	Unfunded
Fleet Maintenance Supervisor	17	1	0	0	1	0	0
Sr Fleet Maintenance Technician	15	2	0	1	3	0	0
Administrative Assistant	12	1	1	0	1	1	0
Mechanic	12	2	0	0	1	0	0
Parts Specialist	10	1	0	0	1	0	0
Preventive Maintenance PM Technician	10	1	0	0	1	0	0
Total		**8**	**1**	**1**	**8**	**1**	**0**

	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Funded Sr. Fleet Tech in 2012/2013					
One Mechanic to Sr Fleet Main. Tech.		15	Mechanic	Sr Fleet Main Tech	
One Prevenative Maintenance Tech		15	Prevenative Maintenance Tech	Sr. Fleet Maint Tech	15

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Fleet Maintenance Supervisor	17			
Sr. Fleet Maintenance Technician	15			
Diesel Mechanic	14			
Mechanic	12			
Preventive Maintenance PM Technician	10			

Budget Notes/Objectives
Maintenance Division

The Street Department, Maintenance Division includes Street and Landscape Maintenance.

The Street Maintenance Division currently maintains 284 miles of roadway and a portion of designated medians including, Downtown Franklin, Streetscape, Franklin P.D., the Transit Authority and City owned Cemeteries.

Cost Saving/Goal:

The Compost facility allows the Street Department and Solid Waste Department to save associated cost with landfill tip fees, fuel costs, vehicle repair and maintenance.

In 2011-2012, a salt storage facility was constructed inside Liberty Park, with the ability to house approximately 1200 ton of road salt.

Infrared Patch Truck

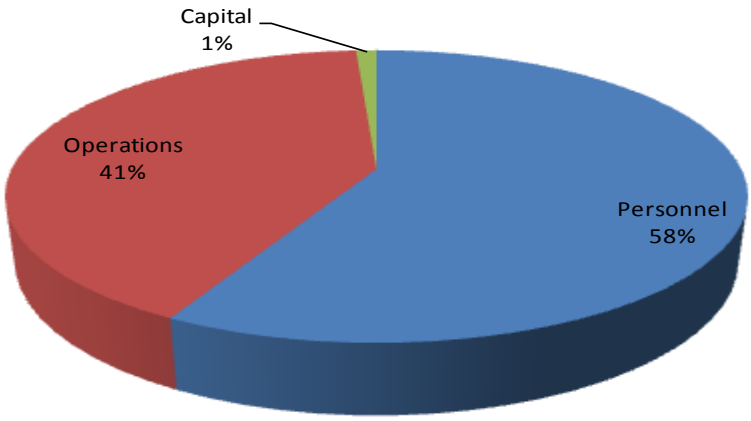
Standard patch methods:
324.58 cubic yards of haul off transported to county landfill
Approx. 3,660.5 gallons of diesel/gasoline burned in equipment
1,313.88 tons of asphalt manufactured

Infrared patch methods:
48.69 cubic yards of haul off transported to county landfill
Approx. 1,450 gallons of diesel burned in truck
Approx. 3,625 of clean burning propane burned in asphalt heater
145 tons of asphalt manufactured

Total Green Savings:
275.89 cubic yards of asphalt not transported to county landfill
2,210 gallons of diesel not being burned in equipment
1,168.88 tons of asphalt not manufactured

General Fund
Streets-Maintenance

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	1,417,014	1,485,106	1,348,892	1,400,300	1,362,936
81400	Employee Benefits	778,898	765,431	652,368	624,247	654,454
TOTAL PERSONNEL		2,195,912	2,250,537	2,001,260	2,024,547	2,017,391
OPERATIONS						
82100	Transportation Services	647	416	300	180	450
82200	Operating Services	15,490	15,094	21,250	20,300	14,500
82300	Notices Subscriptions Publications	55,160	1,633	1,700	2,850	2,450
82400	Utilities	754,193	880,106	823,400	779,800	855,710
82500	Contractual Services	(9,432)	8,940	14,500	16,600	13,000
82600	Repair & Maintenance Services	205,139	120,872	47,000	187,102	54,700
82700	Employee Programs	449	3,433	5,000	6,050	10,050
82800	Professional Development/Travel	1,741	5,965	5,000	5,000	12,550
83100	Office Supplies	9,040	9,654	9,000	7,975	9,500
83200	Operating Supplies	12,574	18,762	22,000	22,000	35,000
83300	Fuel & Mileage	61,633	70,560	70,000	76,300	75,000
83500	Machinery & Equipment (<$25,000)	24,930	53,064	46,000	58,744	63,390
83600	Repair & Maintenance Supplies	154,595	230,567	244,500	218,175	188,000
84000	Operational Units	457	1,914	5,000	4,000	5,000
85100	Property & Liability Costs	25,023	65,664	38,295	45,026	47,451
85200	Rentals	354	2,827	4,000	4,500	4,850
85300	Permits	86	108	200	42	3,350
85900	Other Business Expenses	0	127	0	0	0
86000	Debt Service and Lease Payments	0	40,857	40,211	40,211	40,211
TOTAL OPERATIONS		1,312,079	1,530,563	1,397,356	1,494,855	1,435,162
CAPITAL						
89200	Buildings	960	0	90,000	90,000	9,000
89500	Machinery & Equipment (>$25,000)	25,879	21,079	199,500	255,500	28,000
TOTAL CAPITAL		26,839	21,079	289,500	345,500	37,000
TOTAL EXPENDITURES		**3,534,830**	**3,802,179**	**3,688,116**	**3,864,902**	**3,489,553**



Budget Notes/Objectives
Traffic Division

The Street Department, Traffic Division currently maintains 100 signalized intersections within the City of Franklin. All signal heads are equipped with LED lenses.

Traffic Division personnel also maintain downtown decorative street lights, City school flashers, lighting located along I-65, McEwen interchange, McEwen Drive from Carothers to Coolsprings Blvd., Carothers Parkway walking trail and electronic pedestrian crosswalks throughout the City.

The Traffic Division sign shop manufactures and installs a variety of signs in compliance with M.U.T.C.D. guidelines. The variety of signs produced include: street name signs, directional signs, regulatory signs, informational signs, speed limit and parking signs, etc. In-house sign manufacturing is a cost savings, as well as a time saver. Sign production is performed on an as needed basis, with no delivery time as a factor. No freight or shipping charges are incurred, as compared to purchase from an outside vendor.

With commercial grade printing capabilities, the sign design and production system has been utilized for the production of signs for the Parks, Solid Waste, and Police Depts. Several Downtown decorative banners were produced and installed. Three (3) “Wayfinding” signs were designed, produced and installed in-house at a cost of only $1,200 each, a private contractor had submitted a quote in excess of $3,500 for the same sign; the city realized a savings of approximately 70%.

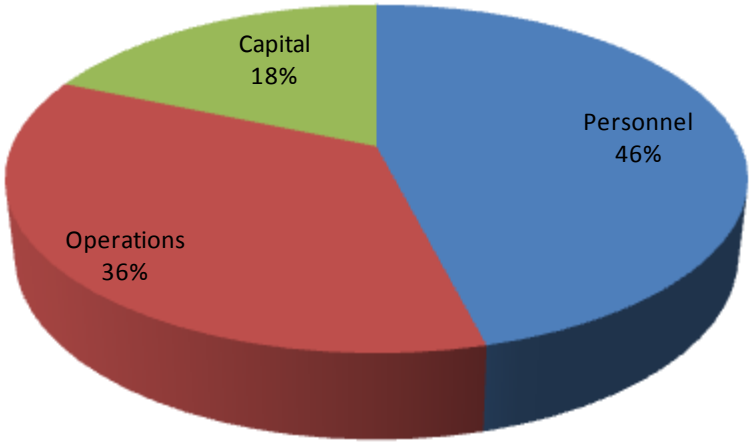
Goal:

We began a pilot program verifying cost savings by changing out a portion of non-incandescent lighting within the downtown area to Light Emitting Diode. The Street Department is working in conjunction with Andrew Orr to move forward with this project by replacing all Downtown streetlights with LED bulbs. Grant monies have been applied for (on-going).

Streets personnel have started to GPS and perform reflectivity activities on City wide Street name, advanced warning, directional, stop, yield etc. signage for asset management purposes.

General Fund
Streets-Traffic

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	338,755	348,980	340,114	360,100	382,409
81400	Employee Benefits	192,413	176,856	178,230	166,198	180,666
TOTAL PERSONNEL		531,168	525,836	518,344	526,298	563,075
OPERATIONS						
82100	Transportation Services	127	392	300	200	310
82200	Operating Services	1,596	15,043	3,750	3,300	1,260
82300	Notices Subscriptions Publications	597	544	600	490	600
82400	Utilities	69,060	70,433	69,800	67,300	71,000
82500	Contractual Services	0	0	250	0	260
82600	Repair & Maintenance Services	15,702	55,810	19,500	11,243	27,500
82700	Employee Programs	25	2,592	3,000	3,000	3,000
82800	Professional Development/Travel	2,933	326	8,700	3,204	8,350
83100	Office Supplies	684	1,096	1,000	1,153	1,300
83200	Operating Supplies	2,822	6,379	6,000	6,532	10,850
83300	Fuel & Mileage	10,265	13,123	14,000	14,000	14,420
83500	Machinery & Equipment (<$25,000)	39,313	12,907	27,000	26,014	30,000
83600	Repair & Maintenance Supplies	147,074	200,535	214,500	191,000	245,770
85100	Property & Liability Costs	6,262	7,893	15,315	16,341	18,977
85200	Rentals	0	850	500	200	500
85300	Permits	0	0	150	0	150
85900	Other Business Expenses	708	29	0	0	0
TOTAL OPERATIONS		297,168	387,952	384,365	343,977	434,247
CAPITAL						
89400	Infrastructure	104,629	0	151,000	115,739	181,000
89500	Machinery & Equipment (>$25,000)	160,000	23,556	0	26,500	45,000
TOTAL CAPITAL		264,629	23,556	151,000	142,239	226,000
TOTAL EXPENDITURES		1,092,965	937,344	1,053,709	1,012,514	1,223,322



Budget Notes/Objectives

Fleet Maintenance

The Fleet Maintenance Division provides mechanical services for most of the City's entire fleet of vehicles and equipment. The large variety of vehicles and equipment in the City's fleet include: police cars, passenger vehicles, pickup trucks, dump trucks, heavy equipment, fire apparatus, etc. Due to frequent stop and go activity, and little to no interstate driving, City vehicles have more than the normal wear and tear of everyday vehicles. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, and other misc. services.

The Fleet Maintenance Division consists of nine (9) employees: one Fleet Maintenance Supervisor, one Administrative Assistant, one Part time Administrative Assistant, three Sr. Fleet Maintenance techs., one Mechanic, one Preventative Maintenance Technician, and one Parts Clerk.

Goal:

Continual improvement of work flow and process, providing excellent service for all City of Franklin vehicles and equipment.

To keep accurate history of expenditures for service and repairs of City's Fleet for life-cycle analysis, improving vehicle and equipment turnover.

Measurement/Goal	**FY09**	**FY10**	**FY11**	***FY12**
Percent Outsourced	9%	9%	9%	14%
Percent of Service Calls	Not Measured	7%	4%	6%
Cost of Repairs Performed by Fleet Maintenance Per Department				
Administration	$27	$456	$1,300	$660
City Hall Maintenance	$261	$0	$972	$0
Building & Neighborhood Services	$5,207	$8,618	$2,871	$5,299
Engineering	$239	$902	$226	$920
Fire	$33,959	$45,328	$37,516	$80,804
Human Resources	$399	$167	$177	$2,330

Measurement/Goal	FY09	FY10	FY11	*FY12
MIT	$77	$155	$181	$290
Parks	$11,258	$23,360	$12,161	$21,084
Planning	$960	$575	$0	$534
Police	$84,972	$106,021	$60,600	$137,436
Solid Waste	$299,024	$386,995	$158,835	$244,967
TMA	N/A	20,327	N/A	N/A
Water	$68,897	$68,747	$32,138	$28,606
Total	$505,280	$646,300	$307,400	$522,900
Total Number of Repairs	2,107	2,646	1,079	2,638

**as of February 29, 2012*

Budget Notes/Objectives
Fleet Maintenance

Fleet Maintenance continues to work towards our goal of completing more work in-house versus outsourcing. As we work toward moving into the 84 Lumber property, we will continue to better serve our customers in the future saving more money.

OPERATIONS:

82610 Vehicle Repair & Maintenance Services – Expenditures may be up this year due to increased work load and the aging fleet that may require extended service that fleet is unable to perform at this time. With additional personnel, new facility, and a replacement vehicle policy, FM may be able to keep these expenses the same or lower them in coming year, otherwise, this increase will carry over from year to year.

83610 Vehicle Parts & Supplies – Expenditures for increased repairs due to age of fleet and expired warranties, in addition to the overall increase in the cost of parts to repair vehicles.

81480 Tool Allowance – Increase in tool allowance from $600 per technician to $1000 per technician. Tools expenses have increased significantly, in addition to more specialty type tools are needed to perform daily functions than in the past.

82780 Training, Outside – Increase to $3000 primarily due to new technology in cars and trucks. Training is needed in order to be more efficient and perform quality work for the City of Franklin.

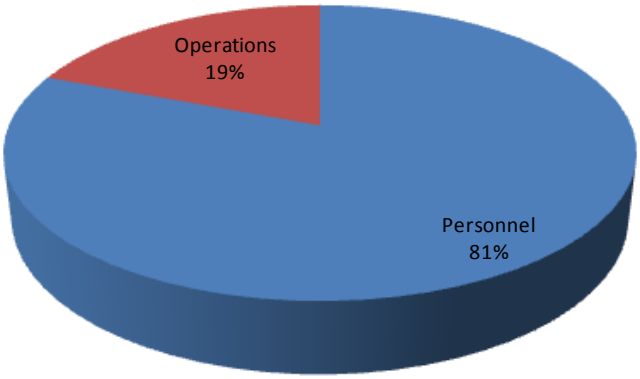
89520 Vehicles (>$5,000) – This is to replace 1997 Ford service truck, which has more than exceeded its life expectancy.

CAPITAL:

89540 Computer Hardware – MIT has suggested that we replace (1) laptop and (3) desktops for next year.

General Fund
Streets-Fleet Maintenance

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	276,924	279,179	304,683	284,800	319,125
81400	Employee Benefits	113,985	136,347	131,154	129,119	146,348
TOTAL PERSONNEL		390,909	415,526	435,837	413,919	465,472
OPERATIONS						
82100	Transportation Services	7,689	8,534	7,000	5,800	6,920
82200	Operating Services	3,077	2,777	3,350	3,050	3,400
82300	Notices Subscriptions Publications	1,868	279	1,150	1,024	1,060
82400	Utilities	14,529	17,584	17,250	13,445	16,810
82500	Contractual Services	2,417	1,500	3,000	3,000	8,900
82600	Repair & Maintenance Services	253,217	247,896	223,500	313,500	291,610
82700	Employee Programs	1,184	1,169	5,000	4,500	8,000
82800	Professional Development/Travel	41	753	5,100	4,700	7,150
83100	Office Supplies	1,955	2,671	3,200	1,700	3,540
83200	Operating Supplies	8,614	9,986	10,950	9,200	13,110
83300	Fuel & Mileage	4,877	4,355	7,500	5,000	7,730
83500	Machinery & Equipment (<$25,000)	7,204	10,710	15,300	15,000	29,000
83600	Repair & Maintenance Supplies	(39,073)	(217,044)	(254,350)	(224,350)	(292,730)
85100	Property & Liability Costs	1,909	2,762	2,746	2,930	3,402
85200	Rentals	2,157	2,668	2,500	2,700	2,700
85500	Financial Fees	109	0	50	0	0
TOTAL OPERATIONS		271,774	96,600	53,246	161,199	110,602
CAPITAL						
89500	Machinery & Equipment (>$25,000)	60,160	0	12,500	0	0
TOTAL CAPITAL		60,160	0	12,500	0	0
TOTAL EXPENDITURES		**722,843**	**512,126**	**501,583**	**575,118**	**576,074**

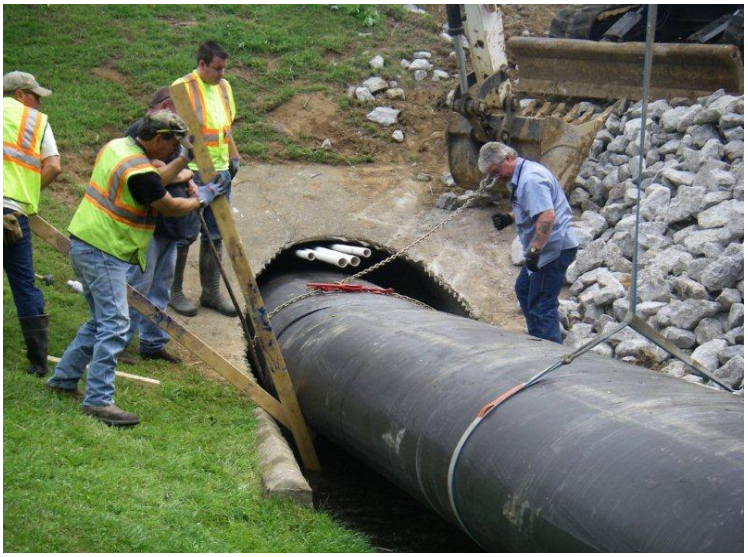


Budget Notes/Objectives
Stormwater Fund

The Street Department, Stormwater Division performs routine maintenance procedures, as well as small repairs and upgrades to failing systems. These activities are currently performed daily.

Recent GPS operations locating Driveway pipes, Water quality units, Storm Structures, Underground drainage Systems, Wet weather conveyance, Detention basins, etc. have helped us develop a more effective course of action for our storm sewer truck. This unit operates daily to meet the demands set forth to achieve MS IV demands.

The Stormwater Division consists of sixteen (16) employees: 1 coordinator; 2 stormwater inspectors; 1 foreman; & 11 maintenance personnel, and a new position in 2012, Water Quality Specialist.



Stormwater Fund
Streets-Stormwater

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
25100	BEGINNING FUND BALANCE	4,754,751	5,407,750	6,095,953	6,095,953	4,171,367
32900	STORMWATER PERMIT FEE	1,400	3,300	2,000	2,000	2,060
33350	FEMA/TEMA GRANTS (FED/STATE)	0	66,444	0	0	0
34300	STORMWATER FEES	2,053,218	2,082,452	2,100,000	2,100,000	2,163,000
35510	STORMWATER LATE PAY PENALTIES	23,462	22,357	20,000	20,000	20,600
36100	INTEREST INCOME	41,180	62,303	50,000	42,110	43,380
36150	LEASE PROCEEDS	0	34,169	0	0	0
39210	CONTRIBUTIONS - OTHERS	10,000	0	0	0	0
Total Available Funds		**6,884,011**	**7,678,775**	**8,267,953**	**8,260,063**	**6,400,407**
Personnel						
81100	Salaries & Wages	419,083	450,174	602,827	531,400	617,414
81400	Benefits	228,859	226,216	335,174	295,428	327,448
TOTAL PERSONNEL		**647,942**	**676,390**	**938,001**	**826,828**	**944,862**
OPERATIONS						
82100	Transportation Services	100	44	650	100	650
82200	Operating Services	4,076	4,044	6,100	5,250	2,620
82300	Notices Subscriptions Publications	3,883	16,039	11,430	11,652	11,685
82400	Utilities	14,249	15,383	20,800	42,239	43,830
82500	Contractual Services	18,950	16,730	30,250	21,000	271,260
82600	Repair & Maintenance Services	12,836	21,617	20,550	22,511	24,500
82700	Employee Programs	400	450	1,350	1,350	4,600
82800	Professional Development/Travel	5,249	4,399	12,200	6,412	14,210
83100	Office Supplies	732	144	750	851	850
83200	Operating Supplies	11,756	11,109	26,205	8,267	11,505
83300	Fuel & Mileage	38,248	47,340	40,000	55,000	55,000
83500	Machinery & Equipment (<$25,000)	11,088	11,173	19,500	14,050	29,425
83600	Repair & Maintenance Supplies	99,850	142,459	177,200	162,843	183,900
84000	Operational Units	145,000	252,010	150,144	150,144	171,449
85100	Property & Liability Costs	5,388	5,500	5,572	5,945	6,904
85200	Rentals	468	190	5,000	1,000	5,000
85300	Permits	4,548	3,587	4,210	3,710	11,220
85500	Financial Fees	5,817	4,441	0	5,887	0
85900	Other Business Expenses	23	73	0	0	0
86000	Debt Service and Lease Payments	0	13,095	13,094	3,273	0
TOTAL OPERATIONS		**382,661**	**569,827**	**545,005**	**521,484**	**848,608**
CAPITAL						
89200	Buildings	0	0	0	588	0
89400	Infrastructure	340,018	258,172	2,984,200	2,020,896	1,870,000
89500	Machinery & Equipment (>$25,000)	105,640	78,433	58,000	718,900	145,000
TOTAL CAPITAL		**445,658**	**336,605**	**3,042,200**	**2,740,384**	**2,015,000**
TOTAL EXPENDITURES		**1,476,261**	**1,582,822**	**4,525,206**	**4,088,696**	**3,808,470**
TOTAL UNALLOCATED FUNDS		**5,407,750**	**6,095,953**	**3,742,747**	**4,171,367**	**2,591,937**

Budget Notes/Objectives
Street Aid & Transportation Fund

Recent in-house studies have shown that we must be resurfacing at least 8.5%-10% of our entire street system per year. The study also indicates that the longer the topping is exposed to ultra violet sun rays and inclement weather the more rapidly it deteriorates with age. If the surface mix is not replaced or resurfaced every 12 years we will begin to see increased costs for repair and maintenance of the base courses.

We currently maintain 284 miles of roadway throughout the City. Many of these roadways will receive cold planning in addition to surface treatment.

Future projections show that we need to budget 2.8 million per year through 2017 to maintain this 13-14 year resurfacing cycle. These figures do not represent future annexations.

Street Aid & Transportation Fund

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
25100	BEGINNING FUND BALANCE	31,817	0	0	0	0
33220	GASOLINE TAX (STATE)	1,613,915	1,662,300	1,750,000	1,750,000	1,767,500
36100	INTEREST INCOME	348	0	0	0	0
37100	TRANSFER FROM GENERAL FUND	290,015	578,450	0	0	409,262
39200	CONTRIBUTIONS FROM DEVELOPER	0	167,000	0	0	0
Total Available Funds		**1,936,095**	**2,407,750**	**1,750,000**	**1,750,000**	**2,176,762**
OPERATIONS						
82500	Contractual Services	2,161	1,058	0	0	0
82600	Repair & Maintenance Services	1,873,818	2,273,706	1,750,000	1,750,000	2,176,762
83200	Operating Supplies	508	0	0	0	0
85100	Property & Liability Costs	(10,136)	0	0	0	0
85300	Permits	22	0	0	0	0
TOTAL OPERATIONS		**1,866,373**	**2,274,764**	**1,750,000**	**1,750,000**	**2,176,762**
CAPITAL						
89400	Infrastructure	69,722	132,986	0	0	0
TOTAL CAPITAL		**69,722**	**132,986**	**0**	**0**	**0**
TOTAL EXPENDITURES		**1,936,095**	**2,407,750**	**1,750,000**	**1,750,000**	**2,176,762**

Road Impact Fund

The Road Impact Fund is the special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds associated with the projects.

The budget anticipates $2.9 million in expenditures, primarily in the form of a transfer to the debt service fund. After completing an update of the major thoroughfare plan, the City re-examined the structure of road impact fees which was approved in April 2011.

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
25100	BEGINNING FUND BALANCE	1,281,954	(522,110)	(796,990)	(796,990)	0
32800	ROAD IMPACT FEES	445,819	2,466,846	4,394,537	2,500,000	3,000,000
32810	ROAD IMPACT CREDITS	(116,625)	0	0	0	0
36100	INTEREST INCOME	229	0	9,809	0	500
Total Available Funds		**1,611,377**	**1,944,736**	**3,607,356**	**1,703,010**	**3,000,500**
OPERATIONS						
82300	Notices Subscriptions Publications	58	0	0	100	100
82500	Contractual Services	109,915	11,078	0	25,000	25,000
88000	Transfers to Other Funds	2,023,514	2,730,648	3,210,178	1,677,910	2,867,667
TOTAL OPERATIONS		**2,133,487**	**2,741,726**	**3,210,178**	**1,703,010**	**2,892,767**
TOTAL EXPENDITURES		**2,133,487**	**2,741,726**	**3,210,178**	**1,703,010**	**2,892,767**
TOTAL UNALLOCATED FUNDS		**(522,110)**	**(796,990)**	**397,178**	**0**	**107,733**

OTHER GENERAL FUND OPERATING EXPENDITURES

Employee Benefits: Also, $451,250 is budgeted for mid-year raises for employees and implementation of a merit pay program. Also, $328,000 is budgeted for insurance coverage for COBRA and retirees that worked for departments in the General Fund. $500,000 is budgeted toward retirement contributions determined by the City's actuary to provide a total of $5 million across all funds.

Notices, Subscriptions, & Publicity: Includes $6,000 for leadership retreats, $10,000 for membership to TML, and $500 for public relations.

Contractual Services: Includes $24,000 for the general fund's portion of the annual financial audit and $25,000 for the Fourth of July fireworks.

Fuel Hedging Costs: Includes $100,000 anticipated savings from fuel hedging.

Leases: $200,000 is budgeted for MIT projects/server relocation.

Machinery & Equipment (>$25,000): $30,000 is for Project DOC software for handling project documents.

General Fund
General Expenses

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
PERSONNEL						
81100	Salaries & Wages	0	0	250,000	250,000	451,250
81400	Employee Benefits	1,400,844	(984,655)	323,510	323,510	828,000
TOTAL PERSONNEL		1,400,844	(984,655)	573,510	573,510	1,279,250
OPERATIONS						
82200	Operating Services	289	0	0	0	0
82300	Notices Subscriptions Publications	10,372	12,652	40,000	16,500	16,500
82400	Utilities	9,409	703	0	0	0
82500	Contractual Services	113,342	63,776	199,665	48,750	49,000
82600	Repair & Maintenance Services	0	(2,400)	0	0	0
82700	Employee Programs	4,260	0	50,000	0	0
83200	Operating Supplies	0	0	100	0	0
83300	Fuel & Mileage	(37,851)	(209,727)	0	(200,000)	(100,000)
84000	Operational Units	45,665	517,570	0	0	0
85100	Property & Liability Costs	0	238,336	0	0	0
85300	Permits	37	1,020	0	0	0
85500	Financial Fees	4,036	1,290	0	0	0
85900	Other Business Expenses	37,611	915	(450,000)	0	0
86000	Debt Service and Lease Payments	0	0	0	0	200,000
87000	Appropriations	5,237	0	0	0	0
TOTAL OPERATIONS		192,407	624,135	(160,235)	(134,750)	165,500
CAPITAL						
89500	Machinery & Equipment (>$25,000)	0	0	40,000	15,000	30,000
TOTAL CAPITAL		0	0	40,000	15,000	30,000
TOTAL EXPENDITURES		**1,593,251**	**(360,520)**	**453,275**	**453,760**	**1,474,750**

HISTORIC
FRANKLIN
TENNESSEE

General Fund

Appropriations

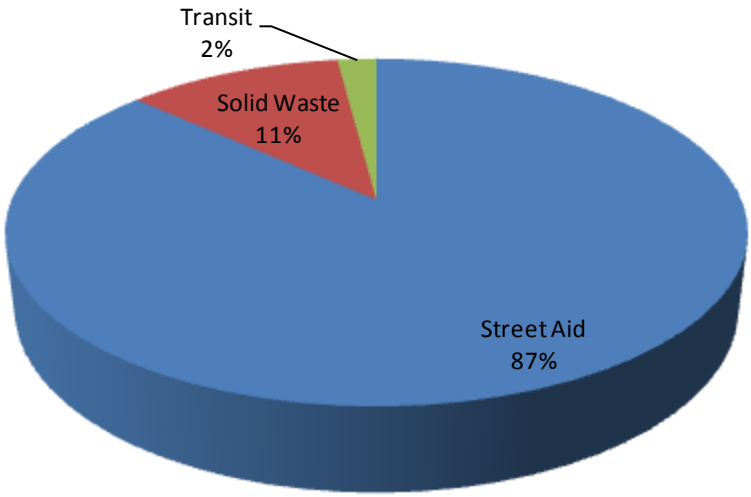
Other than a contractual increase to Animal Control, all other appropriations in 2013 are the same as 2012.

	Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
OPERATIONS					
CONTRACTED SERVICES	42,522	40,308	40,308	40,308	40,308
Regional Transit Authority	5,622	5,622	5,622	5,622	5,622
Franklin Tomorrow	31,500	29,610	29,610	29,610	29,610
Sister City Program	5,400	5,076	5,076	5,076	5,076
APPROPRIATIONS TO GOVERNMENTS	184,650	180,990	182,805	183,555	184,765
Health Department	22,500	21,150	21,150	21,150	21,150
Animal Control	47,232	52,480	52,480	52,480	53,690
Spay/Neuter Program	18,987	16,435	19,000	19,000	19,000
Library - Books	63,000	59,220	59,220	59,220	59,220
TN Reha @ Franklin	23,931	22,495	22,495	22,495	22,495
Franklin Housing Authority	9,000	8,460	8,460	8,460	8,460
IDB & Health/Education Board	0	750	0	750	750
APPROPRIATIONS TO CIVIC ORGANIZATIONS	202,731	190,567	190,567	190,567	190,567
ARC	4,500	4,230	4,230	4,230	4,230
Boys & Girls Club	16,200	15,228	15,228	15,228	15,228
Bridges	16,000	15,040	15,040	15,040	15,040
Community Child Care	31,000	29,140	29,140	29,140	29,140
Community Housing Partnership	9,000	8,460	8,460	8,460	8,460
Gap Foundation	23,750	22,325	22,325	22,325	22,325
J.L. Clay Center/Senior Citizens	44,313	41,654	41,654	41,654	41,654
Mid Cum Hum Res/Homemaker	5,000	4,700	4,700	4,700	4,700
Mid-Cum Hum Res/Ombusdsman	2,193	2,061	2,061	2,061	2,061
Mid-Cum Meals on Wheels	10,800	10,152	10,152	10,152	10,152
Second Harvest/Nashville's Table	1,350	1,269	1,269	1,269	1,269
Waves	24,375	22,913	22,913	22,913	22,913
Wmson Co Emergency Relief/Graceworks	14,250	13,395	13,395	13,395	13,395
TOTAL OPERATIONS	429,903	411,865	413,680	414,430	415,640

Interfund Transfers

Interfund Transfers reflects those funds transferred from the General Fund to be accounted for in other funds of the City. For Solid Waste and Transit, the transfers are operating subsidies as these programs do not recover their full cost of operations through the fees charged for service.

	Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
OPERATIONS					
TRANSFER TO STREET AID & TRANSPORTATION	290,015	578,450	0	0	409,262
TRANSFER TO SOLID WASTE	2,237,689	1,508,605	906,556	998,461	916,747
TRANSFER TO TRANSIT FUND	457,842	292,414	517,100	516,119	463,092
TRANSFER TO WATER OPERATING	45,000	0	0	0	0
TOTAL OPERATIONS	**3,049,677**	**2,860,973**	**1,423,656**	**1,514,580**	**1,789,101**



OTHER SPECIAL FUNDS

Facilities Tax Fund

The facilities tax fund provides for the collection of privilege tax for new development to assist in the payment for new public facilities made necessary by growth. In 2012, the fund recovered from a deficit fund balance originating from expenditures associated with construction of Franklin's new police headquarters. There are $1.1 million of capital expenditures budgeted in 2013.

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
25100	BEGINNING FUND BALANCE	(3,758,438)	(3,039,217)	(291,165)	(291,165)	1,743,111
31600	FACILITIES TAXES	954,218	2,748,052	1,856,270	2,100,946	2,163,974
36100	INTEREST INCOME	619	0	0	3,330	3,430
Total Available Funds		**(2,803,601)**	**(291,165)**	**1,565,105**	**1,813,111**	**3,910,515**
OPERATIONS						
82600	Repair & Maintenance Services	11,850	0	0	0	0
83500	Machinery & Equipment (<$25,000)	0	0	0	0	24,900
TOTAL OPERATIONS		11,850	0	0	0	24,900
CAPITAL						
89200	Buildings	0	0	0	0	70,000
89300	Improvements	8,328	0	0	0	0
89500	Machinery & Equipment (>$25,000)	215,438	0	70,000	70,000	1,074,000
TOTAL CAPITAL		223,766	0	70,000	70,000	1,144,000
TOTAL EXPENDITURES		235,616	0	70,000	70,000	1,168,900
TOTAL UNALLOCATED FUNDS		(3,039,217)	(291,165)	1,495,105	1,743,111	2,741,615

Hotel/Motel Tax Fund

The City of Franklin levies a 4% local lodging tax on the gross receipts of hotels. Through the hotel/motel fund, the City pays debt service on the Conference Center and park expansions (Harlinsdale and Eastern Flank).

The approved budget includes 1% of the 4% tax (based on collections in calendar year 2011) to support the Williamson County Convention and Visitors Bureau.

Despite the sluggish economy, receipts in the hotel/motel fund have largely met expectations. The 2012-13 budget provides for $2.2 million in expenditures, which is a decrease of 11% compared to the 2011-12 budget.

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
25100	BEGINNING FUND BALANCE	2,112,428	1,895,995	1,944,996	1,944,996	1,646,251
31700	HOTEL/MOTEL TAXES	1,663,304	1,917,196	2,020,000	2,095,000	2,280,000
33800	PARKS GRANTS	0	0	50,000	25,000	0
36100	INTEREST INCOME	7,570	21,383	15,000	15,000	25,550
39210	CONTRIBUTIONS - OTHERS	0	0	0	0	40,000
Total Available Funds		**3,783,302**	**3,834,574**	**4,029,996**	**4,079,996**	**3,991,801**
OPERATIONS						
82300	Notices Subscriptions Publications	0	180	0	0	0
82500	Contractual Services	31,982	9,752	0	8,000	0
82600	Repair & Maintenance Services	0	0	23,600	0	0
84000	Operational Units	48,242	(202,650)	0	0	0
86000	Debt Service and Lease Payments	535	0	0	0	0
87000	Appropriations	397,664	373,048	384,239	452,192	498,452
88000	Transfers to Other Funds	1,408,884	1,708,248	2,198,730	1,812,429	1,590,583
TOTAL OPERATIONS		1,887,307	1,888,578	2,606,569	2,272,621	2,089,035
CAPITAL						
89200	Buildings	0	1,000	64,000	51,835	25,000
89300	Improvements	0	0	45,000	109,289	75,000
TOTAL CAPITAL		0	1,000	109,000	161,124	100,000
TOTAL EXPENDITURES		1,887,307	1,889,578	2,715,569	2,433,745	2,189,035
TOTAL UNALLOCATED FUNDS		1,895,995	1,944,996	1,314,427	1,646,251	1,802,766

Debt Service Fund

In the FY2010 budget, annual debt service previously paid by the General Fund was moved to this consolidated Debt Service Fund. While a portion of property tax is allocated directly to this fund to pay for General Fund's portion of debt service, transfers are made from the Solid Waste, Road Impact, and Hotel/Motel Tax funds to pay their respective shares of the debt service in accordance with policies and intentions delineated by the Board of Mayor & Aldermen.

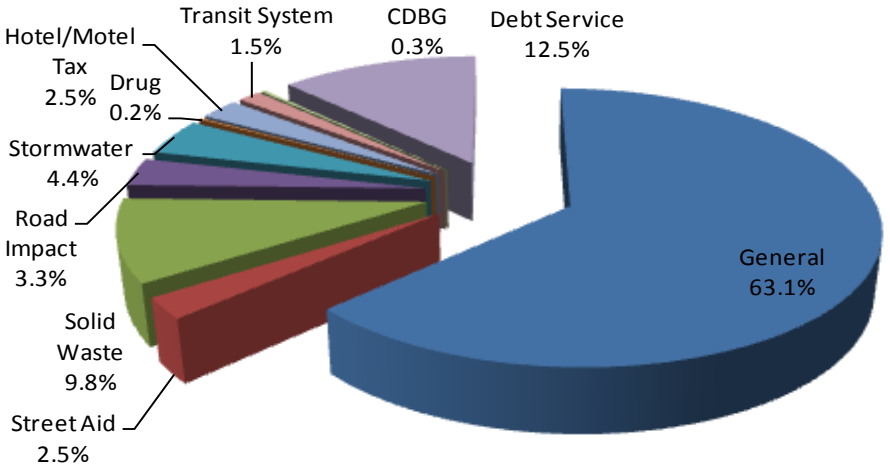
Included in the debt service fund is a new obligation of $44 million initiated in December 2009. The debt service for that issue is divided as follows: 65% for General Fund (including police headquarters), 34.6% Road Impact (for arterial streets), and 0.4% Hotel/Motel tax (for parks and tourism). Debt service beginning in 2011 included a new issue of $15.72 million to be used for Hillsboro Road widening, 3rd Avenue North Extension, and Streetscape for Columbia Avenue.

The table on page 48 of this budget document breaks out the $10.9 million amount below by principal and interest of each issue, and also shows which debt is supported by general, solid waste, road impact, or hotel/motel revenues.

		Actual 2010	Actual 2011	Budget 2012	Estd 2012	Budget 2013
Available Funds						
25100	BEGINNING FUND BALANCE	0	465,190	1,099,568	1,099,568	82,742
31100	PROPERTY TAXES COLLECTED	2,851,481	4,952,567	5,168,183	4,830,155	5,004,285
33958	REBATE ON BAB / RZEDB	0	872,753	0	904,053	904,053
36100	INTEREST INCOME	1,438	3,846	5,000	10,000	10,000
36200	BOND PROCEEDS	0	16,590,000	0	0	0
36210	INTEREST-BOND PROCEEDS	0	891,236	0	0	0
37500	TRANSFER FROM SOLID WASTE	517,955	532,022	555,000	535,648	559,807
37510	TRANSFER FROM ROAD IMPACT	2,023,514	2,730,648	3,210,178	1,677,910	2,867,667
37520	TRANSFER FROM HOTEL/MOTEL	1,408,884	1,708,248	2,198,730	1,812,429	1,590,583
Total Available Funds		**6,803,272**	**28,746,510**	**12,236,659**	**10,869,763**	**11,019,137**
OPERATIONS						
86000	Debt Service and Lease Payments	6,338,082	27,646,943	11,132,091	10,787,021	10,926,395
TOTAL OPERATIONS		6,338,082	27,646,943	11,132,091	10,787,021	10,926,395
TOTAL EXPENDITURES		6,338,082	27,646,943	11,132,091	10,787,021	10,926,395
TOTAL UNALLOCATED FUNDS		465,190	1,099,567	1,104,568	82,742	92,742

Expenditures for All Operating Funds

Fund	FY 2012	FY 2013	Change $	Change %	% of Total
General	53,404,576	55,078,612	1,674,036	3.1%	67.5%
Street Aid	1,750,000	2,176,762	426,762	24.4%	2.7%
Solid Waste	8,537,497	8,547,397	9,900	0.1%	10.5%
Road Impact	3,210,178	2,892,767	(317,411)	-9.9%	3.5%
Facilities Tax	70,000	1,168,900	1,098,900	0.1%	1.4%
Stormwater	4,521,006	3,808,470	(712,536)	-15.8%	4.7%
Drug	486,822	145,500	(341,322)	-70.1%	0.2%
Hotel/Motel Tax	2,715,569	2,189,035	(526,534)	-19.4%	2.7%
Transit System	1,465,000	1,266,015	(198,985)	-13.6%	1.6%
CDBG	299,406	227,180	(72,226)	-24.1%	0.3%
Debt Service	11,132,091	10,926,395	(205,696)	-1.8%	13.4%
Less: Interfund Transfers	(7,387,564)	(6,807,158)	580,406	-7.9%	-8.3%
All Funds	80,204,581	81,619,875	1,415,294	1.8%	100.0%



CITY OF FRANKLIN, TN
EXECUTIVE SUMMARY
REVENUES AND EXPENDITURES - ALL OPERATING FUNDS

2013 Budget

	General	Street Aid	Solid Waste	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	Total
Revenues												
Property Tax	6,775,285	0	0	0	0	0	0	0	0	0	5,004,285	11,779,570
Sales Tax	25,242,600	0	0	0	0	0	0	0	0	0	0	25,242,600
Other Taxes	3,571,064	0	0	3,000,000	2,163,974	0	0	2,280,000	0	0	0	11,015,038
Intergovernmental	13,509,272	1,767,500	360,000	0	0	0	0	0	703,123	308,390	904,053	17,552,338
Licenses & Permits	4,259,140	0	0	0	0	2,060	0	0	0	0	0	4,261,200
Charges for Services	73,590	0	7,128,500	0	0	2,163,000	0	0	74,500	0	0	9,439,590
Fines & Fees	1,021,450	0	0	0	0	20,600	165,340	0	0	0	0	1,207,390
Uses of Money & Property	526,211	0	106,100	500	3,430	43,380	4,350	25,550	25,300	630	10,000	745,451
Transfers	0	409,262	916,747	0	0	0	0	0	463,092	0	5,018,057	6,807,158
Other Revenue	100,000	0	36,050	0	0	0	0	40,000	0	0	0	176,050
Total Revenue	55,078,612	2,176,762	8,547,397	3,000,500	2,167,404	2,229,040	169,690	2,345,550	1,266,015	309,020	10,936,395	88,226,385
Expenditures												
Personnel	38,004,593	0	2,870,423	0	0	944,862	0	0	0	0	0	41,819,878
Operations	14,641,816	2,176,762	4,956,974	2,892,767	24,900	848,608	145,500	2,089,035	1,210,015	308,390	10,926,395	40,221,162
Capital	2,432,203	0	720,000	0	1,144,000	2,015,000	0	100,000	56,000	0	0	6,467,203
Total Expenditures	55,078,612	2,176,762	8,547,397	2,892,767	1,168,900	3,808,470	145,500	2,189,035	1,266,015	308,390	10,926,395	88,508,243
Increase/(Decrease) in Fund Balance	0	0	0	107,733	998,504	(1,579,430)	24,190	156,515	0	630	10,000	(281,858)

2012 Estimated Actual

	General	Street Aid	Solid Waste	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	
Revenues												
Property Tax	6,614,049	0	0	0	0	0	0	0	0	0	4,830,155	11,444,204
Sales Tax	24,040,596	0	0	0	0	0	0	0	0	0	0	24,040,596
Other Taxes	3,407,812	0	0	2,500,000	2,100,946	0	0	2,095,000	0	0	0	10,103,758
Intergovernmental	12,362,541	1,750,000	10,000	0	0	0	0	25,000	860,900	41,026	904,053	15,953,520
Licenses & Permits	4,114,000	0	0	0	0	2,000	0	0	0	0	0	4,116,000
Charges for Services	73,400	0	7,013,300	0	0	2,100,000	0	0	70,000	0	0	9,256,700
Fines & Fees	966,500	0	0	0	0	20,000	160,520	0	0	0	0	1,147,020
Uses of Money & Property	510,881	0	63,500	0	3,330	42,110	4,220	15,000	23,100	610	10,000	672,751
Transfers	0	0	998,461	0	0	0	0	0	516,119	0	4,025,987	5,540,567
Other Revenue	100,000	0	0	0	0	0	0	0	0	3,369	0	103,369
Total Revenue	52,189,779	1,750,000	8,085,261	2,500,000	2,104,276	2,164,110	164,740	2,135,000	1,470,119	45,005	9,770,195	82,378,485
Expenditures												
Personnel	36,772,383	0	3,026,171	0	0	826,828	0	0	0	0	0	40,625,382
Operations	13,528,789	1,750,000	4,161,208	1,703,010	0	521,484	179,099	2,272,621	1,250,119	44,195	10,787,021	36,197,546
Capital	1,302,961	0	897,882	0	70,000	2,740,384	0	161,124	220,000	0	0	5,392,351
Total Expenditures	51,604,133	1,750,000	8,085,261	1,703,010	70,000	4,088,696	179,099	2,433,745	1,470,119	44,195	10,787,021	82,215,279
Increase/(Decrease) in Fund Balance	585,646	0	0	796,990	2,034,276	(1,924,586)	(14,359)	(298,745)	0	810	(1,016,826)	163,206

2012 Budget

	General	Street Aid	Solid Waste	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	Total
Revenues												
Property Tax	6,730,767	0	0	0	0	0	0	0	0	0	5,168,183	11,898,950
Sales Tax	23,353,466	0	0	0	0	0	0	0	0	0	0	23,353,466
Other Taxes	3,262,800	0	0	4,394,537	1,856,270	0	0	2,020,000	0	0	0	11,533,607
Intergovernmental	13,255,516	1,750,000	260,000	0	0	0	0	50,000	860,900	299,406	0	16,475,822
Licenses & Permits	3,886,600	0	0	0	0	2,000	0	0	0	0	0	3,888,600
Charges for Services	47,000	0	7,220,941	0	0	2,100,000	0	0	64,000	0	0	9,431,941
Fines & Fees	1,012,500	0	0	0	0	20,000	102,000	0	0	0	0	1,134,500
Uses of Money & Property	650,001	0	115,000	9,809	0	50,000	500	15,000	23,000	200	5,000	868,510
Transfers	0	0	906,556	0	0	0	0	0	517,100	0	5,963,908	7,387,564
Other Revenue	100,000	0	35,000	0	0	0	0	0	0	0	0	135,000
Total Revenue	52,298,650	1,750,000	8,537,497	4,404,346	1,856,270	2,172,000	102,500	2,085,000	1,465,000	299,606	11,137,091	86,107,960
Expenditures												
Personnel	35,530,845	0	2,984,674	0	0	938,001	0	0	0	0	0	39,453,520
Operations	14,396,923	1,750,000	4,405,523	3,210,178	0	545,005	186,900	2,606,569	1,245,000	299,406	11,132,091	39,777,595
Capital	3,476,808	0	1,147,300	0	70,000	3,042,200	149,961	109,000	220,000	0	0	8,215,269
Total Expenditures	53,404,576	1,750,000	8,537,497	3,210,178	70,000	4,525,206	336,861	2,715,569	1,465,000	299,406	11,132,091	87,446,384
Increase/(Decrease) in Fund Balance	(1,105,926)	0	0	1,194,168	1,786,270	(2,353,206)	(234,361)	(630,569)	0	200	5,000	(1,338,424)

2011 Actual

	General	Street Aid	Solid Waste	Road Impact	Facilities Tax	Storm Water	Drug	Hotel / Motel	Transit	CDBG	Debt Service	
Revenues												
Property Tax	6,483,820	0	0	0	0	0	0	0	0	0	4,952,567	11,436,387
Sales Tax	22,720,666	0	0	0	0	0	0	0	0	0	0	22,720,666
Other Taxes	3,696,891	0	0	2,466,846	2,748,052	0	0	1,917,196	0	0	0	10,828,985
Intergovernmental	12,445,093	1,662,300	101,184	0	0	66,444	0	0	876,903	463,560	872,753	16,488,237
Licenses & Permits	3,731,553	0	0	0	0	3,300	0	0	0	0	0	3,734,853
Charges for Services	62,779	0	6,612,618	0	0	2,082,452	0	0	64,594	0	0	8,822,443
Fines & Fees	807,544	0	0	0	0	22,357	137,501	0	0	0	0	967,402
Uses of Money & Property	541,660	0	247,302	0	0	96,472	3,475	21,383	17,380	117	3,846	931,635
Transfers	0	578,450	1,508,605	0	0	0	0	0	292,414	0	4,970,918	7,350,387
Other Revenue	211,694	167,000	8,209	0	0	0	0	0	0	10	17,481,236	17,868,149
Total Revenue	50,701,700	2,407,750	8,477,918	2,466,846	2,748,052	2,271,025	140,976	1,938,579	1,251,291	463,687	28,281,320	101,149,144
Expenditures												
Personnel	35,442,311	0	3,055,366	0	0	676,390	0	0	0	0	0	39,174,067
Operations	15,228,762	2,274,764	4,843,268	2,741,726	0	569,827	124,514	1,888,578	1,195,802	463,559	27,646,943	56,977,743
Capital	983,234	132,986	579,284	0	0	336,605	0	1,000	55,489	0	0	2,088,598
	51,654,307	2,407,750	8,477,918	2,741,726	0	1,582,822	124,514	1,889,578	1,251,291	463,559	27,646,943	98,240,408
Increase/(Decrease) in Fund Balance	(952,607)	0	0	(274,880)	2,748,052	688,203	16,462	49,001	0	128	634,377	2,908,736

CITY OF FRANKLIN, TN
EXECUTIVE SUMMARY
GENERAL FUND REVENUES & EXPENDITURES
FISCAL YEAR 2012-2013

	TOTAL		
REVENUES	**2012**	**2013**	**Percent**
Local Taxes	**33,347,033**	**35,588,949**	**7%**
Fines & Forfeitures	**3,886,600**	**4,259,140**	**10%**
Licenses & Permits	**13,255,516**	**13,509,272**	**2%**
Other Licenses & Fees	**47,000**	**73,590**	**57%**
Intergovernmental Revenue	**1,012,500**	**1,021,450**	**1%**
Fees & Charges for Services	**650,001**	**526,211**	**-19%**
Other-Miscellaneous	**100,000**	**100,000**	**0%**
	52,298,650	**55,078,612**	**5%**

	TOTAL		
CATEGORY	**2012**	**2013**	**Percent**
Personnel	**66.5%**	**69.0%**	**3.7%**
Operations	**27.0%**	**26.6%**	**-1.4%**
Capital	**6.5%**	**4.4%**	**-32.2%**
	100.0%	**100.0%**	

EXPENDITURES	**TOTAL**			**PERSONNEL**			**OPERATIONS**			**CAPITAL**		
Department	**2012**	**2013**	**Percent**	**2012**	**2013**	**Percent**	**2012**	**2013**	**Percent**	**2012**	**2013**	**Percent**
Elected Officials	**211,244**	**183,345**	**-13%**	133,944	145,157	8%	77,300	38,188	-51%	0	0	---
Administration	**562,255**	**599,530**	**7%**	439,124	461,728	5%	123,131	137,802	12%	0	0	---
CIP	**226,414**	**213,356**	**-6%**	197,809	184,429	-7%	28,605	28,927	1%	0	0	---
Project & Facilities Mgmt	**822,639**	**818,377**	**-1%**	360,580	371,948	3%	363,459	396,429	9%	98,600	50,000	-49%
Human Resources	**1,132,867**	**1,251,481**	**10%**	699,864	760,790	9%	333,003	390,691	17%	100,000	100,000	0%
Law	**385,542**	**395,352**	**3%**	254,810	259,709	2%	130,732	135,643	4%	0	0	---
Communications	**320,188**	**371,928**	**16%**	270,527	287,386	6%	49,661	84,542	70%	0	0	---
Revenue Management	**1,355,010**	**1,366,923**	**1%**	906,899	939,705	4%	448,111	427,218	-5%	0	0	---
Parks	**2,644,203**	**3,203,402**	**21%**	1,782,978	1,923,974	8%	716,317	825,225	15%	144,908	454,203	213%
Police	**13,798,872**	**13,423,215**	**-3%**	10,236,835	10,860,195	6%	3,562,037	2,563,020	-28%	0	0	---
Fire	**12,469,716**	**12,750,847**	**2%**	10,726,239	11,075,224	3%	1,712,677	1,600,623	-7%	30,800	75,000	144%
Finance	**788,528**	**827,002**	**5%**	677,372	697,221	3%	111,156	129,781	17%	0	0	---
MIT	**2,651,129**	**2,934,259**	**11%**	1,238,058	1,320,203	7%	1,328,571	1,569,056	18%	84,500	45,000	-47%
Purchasing	**211,858**	**220,985**	**4%**	178,699	181,238	1%	33,159	39,747	20%	0	0	---
Court	**271,733**	**301,557**	**11%**	181,818	188,843	4%	89,915	112,714	25%	0	0	---
Building & Neighborhood Svcs	**1,908,784**	**3,114,445**	**63%**	1,704,334	1,833,805	8%	204,450	1,280,640	526%	0	0	---
Planning & Sustainability	**1,198,846**	**1,261,360**	**5%**	1,045,879	1,149,061	10%	152,967	112,299	-27%	0	0	---
Engineering	**818,204**	**862,603**	**5%**	742,677	770,897	4%	75,527	91,706	21%	0	0	---
Traffic Operations Center	**4,000,211**	**1,894,463**	**-53%**	223,448	267,892	20%	1,251,763	211,571	-83%	2,525,000	1,415,000	-44%
Streets-Maintenance	**3,688,116**	**3,489,553**	**-5%**	2,001,260	2,017,391	1%	1,397,356	1,435,162	3%	289,500	37,000	-87%
Streets-Traffic	**1,053,709**	**1,223,322**	**16%**	518,344	563,075	9%	384,365	434,247	13%	151,000	226,000	50%
Streets-Fleet	**501,583**	**576,074**	**15%**	435,837	465,472	7%	53,246	110,602	108%	12,500	0	-100%
General Expense	**453,275**	**1,474,750**	**225%**	573,510	1,279,250	123%	-160,235	165,500	-203%	40,000	30,000	-25%
Appropriations	**413,680**	**415,640**	**0%**	0	0	---	413,680	415,640	0%	0	0	---
Economic Development	**92,314**	**115,742**	**25%**	0	0	---	92,314	115,742	25%	0	0	---
Transfer to Other Funds	**1,423,656**	**1,789,101**	**26%**	0	0	---	1,423,656	1,789,101	26%	0	0	---
	53,404,576	**55,078,612**	**3%**	35,530,845	38,004,593	7%	14,396,923	14,641,816	2%	3,476,808	2,432,203	-30%

CITY OF FRANKLIN, TN
EXECUTIVE SUMMARY
SPECIAL REVENUE AND DEBT SERVICE FUNDS
FISCAL YEAR 2012-2013

	TOTAL		
BEG BAL + REVENUES	**2012**	**2013**	**Percent**
Street Aid	1,750,000	2,176,762	24%
Solid Waste	8,303,197	8,547,397	3%
Road Impact	3,454,620	3,000,500	-13%
Facilities Tax	617,053	3,910,515	534%
Stormwater Mgmt	8,445,203	6,400,407	-24%
Drug	408,728	425,022	4%
Hotel/Motel	3,674,924	3,991,801	9%
Transit System	1,465,000	1,266,015	-14%
CDBG	318,944	247,886	-22%
Debt Service	11,893,162	11,019,137	-7%
	40,330,831	40,985,442	2%

EXPENDITURES	TOTAL			PERSONNEL			OPERATIONS			CAPITAL		
Fund	**2012**	**2013**	**Percent**	**2012**	**2013**	**Percent**	**2012**	**2013**	**Percent**	**2012**	**2013**	**Percent**
Street Aid	1,750,000	2,176,762	24%	0	0	---	1,750,000	2,176,762	24%	0	0	---
Solid Waste	8,303,197	8,547,397	3%	2,984,673	2,870,423	-4%	4,405,524	4,956,974	13%	913,000	720,000	-21%
Road Impact	3,210,178	2,892,767	-10%	0	0	---	3,210,178	2,892,767	-10%	0	0	---
Facilities Tax	0	1,168,900	---	0	0	---	0	24,900	---	0	1,144,000	---
Stormwater Mgmt	4,525,206	3,808,470	-16%	938,001	944,862	1%	545,005	848,608	56%	3,042,200	2,015,000	-34%
Drug	336,861	145,500	-57%	0	0	---	186,900	145,500	-22%	149,961	0	-100%
Hotel/Motel	2,715,569	2,189,035	-19%	0	0	---	2,606,569	2,089,035	-20%	109,000	100,000	-8%
Transit System	1,465,000	1,266,015	-14%	0	0	---	1,245,000	1,210,015	-3%	220,000	56,000	-75%
CDBG	299,406	227,180	-24%	0	0	---	299,406	227,180	-24%	0	0	---
Debt Service	11,132,091	10,926,395	-2%	0	0	---	11,132,091	10,926,395	-2%	0	0	---
	33,737,508	33,348,421	-1%	3,922,674	3,815,285	-3%	25,380,673	25,498,136	0%	4,434,161	4,035,000	-9%

	TOTAL		
END BAL	**2012**	**2013**	**Percent**
Street Aid	0	0	---
Solid Waste	0	0	---
Road Impact	244,442	107,733	-56%
Facilities Tax	617,053	2,741,615	344%
Stormwater Mgmt	3,919,997	2,591,937	-34%
Drug	71,867	279,522	289%
Hotel/Motel	959,355	1,802,766	88%
Transit System	0	0	---
CDBG	19,538	20,706	6%
Debt Service	761,071	92,742	-88%
	6,593,323	7,637,021	16%

APPENDICES

APPENDIX A - CAPITAL

Although major capital investment projects are not included, some capital items remain part of the operating budget. Those items include vehicles, equipment, and some projects that are funded by grants.

Approximately half of the $6.5 million in capital in this year's budget is:

1. In the General Fund, improvements to the City's Traffic Operations Center. Expenditures of $1,415,000 are budgeted with offsetting grant reimbursements in revenues.
2. In the Stormwater Fund, several drainage projects are budgeted for a total of $1,840,000.

Other capital items included are:

1. Two (2) vehicles in the Solid Waste Collection division. A replacement of a side loader ($260,000) is in the Solid Waste Fund and a new split-body rear loader ($285,000) is in the Facilities Tax Fund.
2. In the Facilities Tax Fund for the Fire department, the remainder due ($680,000) for replacing Ladder 4 is budgeted and $76,000 for the downpayment on new Ladder 7.
3. The Parks department is replacing a 12-year old vehicle for $28,451.
4. The Transit Fund has $56,000 budgeted for a cutaway vehicle.
5. The Streets – Maintenance division has budgeted a vacuum leaf loader. The cost for this loader is $28,000.
6. The Streets - Traffic division has $45,000 budgeted for a truck mounted paint striping machine.
7. $250,000 is included for design of a BOPAE drop-off facility in the Solid Waste Fund.
8. The Facilities Tax Fund has $70,000 to begin design of Fire Stations 7 and 8.
9. Improvements to Harlinsdale, Battlefield, and Fieldstone parks are budgeted in the Hotel/Motel Tax Fund of a total of $75,000.

Listed on the following pages are the items to be funded in FY2012-2013 from the General, Solid Waste, Facilities Tax, Stormwater, Hotel/Motel and Transit funds. It is arranged by type to allow similar projects or items to be located easier.

City of Franklin
2012-2013 Fiscal Year Budget
Capital Listing - General and Special Funds

89200 - Buildings

89220 - Building Design & Construction

Fund	Dept	Division	CIP Project Name	Budget 2013
Solid Waste	Solid Waste	Collection	BOPAE (possibly HHW too) Drop-off Facility	250,000
Facilities Tax	Fire		Design-Stations 7 & 8	70,000
				320,000

89230 - Building Improvements

Fund	Dept	Division	Project Name	Budget 2013
General	Proj & Fac Mgmt		City Hall & Parking Garage Improvements	50,000
General	Streets	Maintenance	Liberty park Salt Storage Facility paving	9,000
Solid Waste	Solid Waste	Disposal	Roll-up doors for tunnel	25,000
Hotel/Motel	Parks		HF, Phase 3 of barn refurbishment project	25,000
				109,000

Total 89200 - Buildings **429,000**

89300 - Improvements

89310 - Parks & Recreation Facilities

Fund	Dept	Division	Project Name	Budget 2013
General	Parks		American Battlefield Grant: Total $80K w/ City Match of $5K	80,000
General	Parks		Recreation Trails Program Grant: 80%-20% City's Match	65,752
General	Parks		Land, Water & Conservation Fund 50%-50% Match	250,000
Hotel/Motel	Parks		3 Plank Fencing for HF along Franklin Rd & Main Entrance	25,000
Hotel/Motel	Parks		EFBP Fencing Project Along Lewisburg Pike	10,000
Hotel/Motel	Parks		New Scoreboards for Fieldstone Park	40,000
				470,752

Total 89300 - Improvements **470,752**

City of Franklin
2012-2013 Fiscal Year Budget
Capital Listing - General and Special Funds

89400 - Infrastructure

89410 - Drainage

Fund	Dept	Division	Project Name	Budget 2013
Stormwater	Streets	Stormwater	Battle Ave Design and Construction	1,100,000
Stormwater	Streets	Stormwater	Parkview Drainage Improvements Design/Construction	65,000
Stormwater	Streets	Stormwater	On Call Stream Restoration Design/Construction	500,000
Stormwater	Streets	Stormwater	Regional Retention/Detention Basins	75,000
Stormwater	Streets	Stormwater	Stream & Rainfall Gauging Stations	100,000
				1,840,000

89420 - Streets

Fund	Dept	Division	Project Name	Budget 2013
Stormwater	Streets	Stormwater	Repair & Resurface Misc.	10,000
				10,000

89430 - Curb & Gutter Replacement

Fund	Dept	Division	CIP Project Name	Budget 2013
Stormwater	Streets	Stormwater	Repair & Replacement Misc	10,000
				10,000

89460 - Sidewalks

Fund	Dept	Division	CIP Project Name	Budget 2013
Stormwater	Streets	Stormwater	Repair & Replacement Misc	10,000
				10,000

City of Franklin
2012-2013 Fiscal Year Budget
Capital Listing - General and Special Funds

89470 - Traffic Signals

Fund	Dept	Division	Project Name	Budget 2013
General	Streets	Traffic	Uninterruptable Power Supply	40,000
General	Streets	Traffic	LED Lenses	6,000
General	Streets	Traffic	Signal Cabinets	25,000
General	Streets	Traffic	EDI Monitors & Controllers	25,000
General	Streets	Traffic	Traffic Signal Pole Painting	25,000
				121,000

89480 - Streetlights

Fund	Dept	Division	Project Name	Budget 2013
General	Streets	Traffic	Interstate Lighting	30,000
General	Streets	Traffic	LED replacement for Downtown Street Lighting	30,000
				60,000

Total 89400 - Infrastructure	**2,051,000**

89500 - Equipment (> $25,000)

89520 - Vehicles (> $25,000)

Fund	Dept	Division	Project Name	Budget 2013
General	Parks	12 year replace	SUV Tahoe	28,451
Solid Waste	Solid Waste	Collection	Replace 168.SL w/Side Loader	260,000
Facilities Tax	Fire	Collection	Ladder 4 15 yrs old in 2012 (10% downpayment in 2012)	680,000
Facilities Tax	Fire		Ladder 7	76,000
Facilities Tax	Solid Waste	Collection	New Split-Body Rear Loader	285,000
Transit	Transit		Cutaway Vehicle	56,000
				1,385,451

City of Franklin
2012-2013 Fiscal Year Budget
Capital Listing - General and Special Funds

89530 - Machinery & Equipment (> $25,000)

Fund	Dept	Division	Project Name	Budget 2013
General	TOC		SR 96 & Southwinds Intersection	35,000
General	TOC		Mallory Station Road @ Mallory Lane and South Springs	210,000
General	TOC	TOC	Ph 3 TOC, Infra & Upgrades (AECOM)	580,000
General	TOC	TOC	Traffic Signal Upgrade Program	90,000
General	TOC	TOC	Franklin ITS Extention (80/20 Match)	500,000
General	Fire	TOC	Defibrillator & Equipment	75,000
General	Streets	Maintenance	Vacuum Leaf Loader 4045T	28,000
General	Streets	Traffic	Truck Mounted Paint Striping Machine	45,000
General	Parks		Replacement 3 Gang Mower for Athletics Division with Trade-In	30,000
Solid Waste	Solid Waste	Collection	2013 - Big Belly (20% match)	125,000
Facilities Tax	Fire		3 Sirens (1/2 of 2013 cost to be shared with Brentwood)	33,000
Stormwater	Streets	Stormwater	Rubber Tired Loader	145,000
				1,896,000

89550 - Computer Software (> $25,000)

Fund	Dept	Division	Project Name	Budget 2013
General	MIT		Storage needs for IT (data storage)	45,000
General	HR		HRIS	100,000
General	General Expenses		Digitial Plan Review Solution	30,000
Solid Waste	Solid Waste	Collection	Routing software	60,000
				235,000

Total 89500 - Equipment (>$25,000)	**3,516,451**
Total Capital	**6,467,203**

Total Capital by Fund

General	2,432,203
Solid Waste	720,000
Facilities Tax	1,144,000
Stormwater	2,015,000
Hotel/Motel	100,000
Transit	56,000
Total	**6,467,203**

Appendix B: CAPITAL PROJECTS

The projects listed below are the FY 2011-2015 Capital Investment Program (CIP) And The Top Ten (10) Board Of Mayor And Aldermen Priorities With Associated Funding Plan approved April 24, 2012.

Priority Rank	PROJECT	2012	2013	2014	2015	2016	5 Yr Total	previous payments	project total
Committed	Hillsboro Road	$1,000,000	$1,000,000	$5,000,000	$4,000,000	$ -	$11,000,000	$ 9,000,000	$20,000,000
1	Consolidated Public Works Facility	$2,500,000	$2,500,000	$ -	$ -	$ -	$ 5,000,000	$ -	$ 5,000,000
2	Fire Station Design 7 & 8	$ -	$ 225,000	$ -	$ -	$ -	$ 225,000	$ -	$ 225,000
3	Park @ Harlinsdale Farm Improvements		$ 131,300	$ -	$ -	$ -	$ 131,300	$ 514,697	$ 645,997
4	McEwen Drive, Wilson Pike to City Limit		$ 240,000				$ 240,000	$ -	$ 240,000
5	McEwen Drive @ Wilson Pike Intersection		$ 450,000				$ 450,000	$ 162,096	$ 612,096
6	McEwen Drive Cool Springs to Wilson Pike		$ 150,000				$ 150,000	$ 388,870	$ 538,870
7	South Carothers Parkway Design		$1,000,000				$ 1,000,000	$ -	$ 1,000,000
8	Century Court/Beasley Drive Connector	$ 5,505	$ 457,000				$ 462,505	$ 162,096	$ 624,601
9	McEwen Drive Temporary Connector		$ 257,000	$1,728,600	$ 496,400		$ 2,482,000	$ -	$ 2,482,000
10	Carlisle Lane Signalization	$ 24,465	$ 226,925	$1,993,182			$ 2,244,572	$ 176,380	$ 2,420,952
	Net Funding Needs	**$3,529,970**	**$6,637,225**	**$8,721,782**	**$4,496,400**	**$ -**	**$23,385,377**	**$ 10,404,139**	**$33,789,516**
	Bond Funding Amount	$3,529,970	$5,830,925	$8,721,782	$4,496,400	$ -	$22,579,077	$ 10,404,139	$32,983,216
	Facilities Tax Amount	$ -	$ 225,000	$ -	$ -	$ -	$ 225,000	$ -	$ 225,000
	Hotel/Motel Tax Amount	$ -	$ 131,300				$ 131,300	$ -	$ 131,300
	Other Funding Amount	$ -	$ 450,000				$ 450,000	$ -	$ 450,000
		$3,529,970	**$6,637,225**	**$8,721,782**	**$4,496,400**	**$ -**	**$23,385,377**	**$ 10,404,139**	**$33,789,516**

Note: Projects adopted in the 2010-2014 CIP remain funded as approved by the Board of Mayor and Aldermen on September 22, 2009.

APPENDIX C – IMPACT OF CAPITAL IMPROVEMENTS ON THE 2013 OPERATING BUDGET

Major capital investment projects are presented to the City's Capital Investment Committee and approved by the Board of Mayor & Aldermen after the committee's input. Especially during the recent economy, prioritization and detailed cost-benefit analysis have come to the forefront.

Capital Improvements Utilizing Bond Funds

The City's Board has approved several capital projects as its "top 10" priorities. The majority are road extensions and improvements. With these roadway improvements come the operating costs that will be needed to maintain them going forward. In the 2013 operating budget, there is $2.2 million in the Street Aid Fund for roadway maintenance. This is supported by $1.77 in gasoline taxes and a transfer from the General Fund of over $400,000. In its condition assessment report, the City's Street department has determined an annual amount of $2.5 million is needed to adhere to a twelve-year replacement cycle. Additional roadway will have an impact beyond repayment of debt service by increasing the funding requirement for maintenance.

Capital Improvements Utilizing Leasing

The City has utilized leasing as a means to acquire needed capital equipment over a period of years in lieu of full payment in the year of acquisition. This has allowed the City to provide funding for police and fire vehicles that may have needed to be delayed without the leasing option. Of course, the impact on future budgets is the leasing payments residing in those departmental operating budgets. Additional leasing is included in the 2013 budget.

Capital Improvements Utilizing Federal and State Funding

Like many jurisdictions, the City utilized stimulus funding when it was available. This allowed the City to undertake improvements to its Traffic Operations Center that would not have been available likely for several years. The City's Transit Fund also benefited from access to these funds in acquiring vehicles and software needed to maintain transit operations. Additional assets in these areas will require future maintenance and insurance coverage. In 2013, funding (with offsetting revenue from FEMA/TEMA) is budgeted to continue the Hazard Mitigation Program that began in 2012.

APPENDIX D – BUDGETARY PLANNING PROCESSES

PLANNING PROCESS	PLANNING PROCESS FOCUS	DESCRIPTION OF PROCESS	IMPACT ON OPERATING BUDGETS
Strategic Planning	Long range planning focus of 5-10 years. Financial and non-financial objectives for budget year.	Departmental plans are developed with assistance from Administration and Finance. Goals and objectives are included in the operating budget. The City's budget system includes at least 5 additional years beyond the current budget year.	Allows for departmental goals to be aligned with Board and central administration goals and objectives. Also, allows for the operating budget to be proposed initially to include potentially new services developed from this planning process.
Revenue Forecasting	Short to mid-term planning from 1 to 5 years.	As mentioned above, the City's budget system allows up to 5 additional year beyond the current budget.	Helps to shape goals and objectives from the planning process above toward implementation. The City developed a residential recycling program from the planning process during fiscal year 2011.
Capital Improvements Plan	Short to mid-term planning from 1 to 5 years.	With input from the City's Capital Investment Committee, these plans are developed with a focus on priority projects.	Top priority projects are emphasized as the operating budgets are developed and proposed. Projects may be proposed as presented or scaled back depending on operating resources.
Vehicle/Equipment Replacment	Short to long-term planning from 3 to 10 years.	Acquisition of capital equipment is planned based on life cycle.	With the ability to enter up to 5 additional years in the budget program, an acquisition in this operating budget may be planned for replacement potentially 3 to 5 years in the future. Also, transfer or disposal of capital are considered in developing the budget.
Computer/Hardware Replacement	Short to long-term planning from 3 to 10 years.	Whereas servers may last beyond a 5 year window, computer hardware and non-major software may become obsolete in a much shorter timeframe. Major software is anticipated to last (with period upgrades) potentially 10 years before replacement.	With the ability to enter up to 5 additional years in the budget program, an acquisition in this operating budget may be planned for replacement potentially 3 to 5 years in the future. Also, transfer or disposal of computer capital are considered in developing the budget.
Street Condition Assessment	Long term planning from 12 to 20 years.	Street maintenance costs have been developed to maintain streets at desired condition.	Street maintenance is a major item within the operating budget. Due to budgetary constraints of anticipated gasoline tax revenue, The 2012 budget included a lesser amount than indicated in the condition assessment.

CITY OF FRANKLIN

T E N N E S S E E

General Fund
Fund Balance Policy

City of Franklin
General Fund
Fund Balance Policy

Objectives for Establishing the Fund Balance Policy

The Fund Balance Policy is intended to provide guidelines during the preparation of and deliberations on the annual budget to ensure that sufficient reserves are maintained for unanticipated expenditures or revenue shortfalls and to preserve flexibility throughout the fiscal year to make adjustments in funding for programs approved in connection with the annual budget. The Fund Balance Policy should be established based upon a long-term perspective recognizing that stated thresholds are considered minimum balances. The objective of establishing and maintaining a Fund Balance Policy is for the City to be in a strong fiscal position that will be better able to weather negative economic trends. Factors for maintaining sufficient Fund Balance include the ability to:

- Maintain covenants of third party agreements;
- Provide funds for enacted Ordinances and Resolutions of the Board of Mayor and Alderman;
- Mitigate State budget actions that may reduce City revenue;
- Absorb liability settlements;
- Mitigate economic downturns that the City may face in the future;
- Front-fund or completely fund, if necessary, disaster costs or costs associated with emergencies.
- Fund the City's expenditures and debt service payments during the first few months of the year before traditional revenues are realized;
- Fund non-recurring expenses identified as necessary by the Board of Mayor and Alderman
- Fund one-time capital expenses identified as necessary by the Board of Mayor and Alderman

The Fund Balance will consist of three funds: the Reserve Fund, the Designated Fund, and the Undesignated/Unreserved Fund:

- **The Reserve Fund** consists of funds that are mandated by a third party through laws, regulations, and other legal requirements to be used for a specific purpose. There is no minimum percentage requirement for this account.
- **The Designated Fund** consists of funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes. There is no minimum percentage requirement for this account.
- **The Undesignated/Unreserved Fund** consists of two accounts: the Financial Stabilization Account and the Surplus Account.
    - **The Financial Stabilization Account** as set forth in this policy will consist of 33% of General Fund budgeted expenditures.

- **The Supplemental Reserve Account** should be used for new programs or positions desired outside of the current and established budget or for one-time capital investments upon approval by the Board of Mayor and Alderman. There is no minimum percentage requirement for this account. All additional net revenues, after establishing that all other components of the General Fund Balance are sufficient, may flow into this account.

General Fund Replenishment Priorities (Priority order):

1. Appropriate funds deposited into the Reserve Fund Account to meet all third party mandated requirements.
2. Funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes.
3. Thirty-three [33%] percent of the General Fund budgeted expenditures should be maintained in the Financial Stabilization Fund Account of the Undesignated/Unreserved Fund.
4. All remaining funds above the amounts identified in 1 through 3 above shall flow to the Supplemental Reserve Account of the Undesignated/Unreserved Fund.

Objectives for Establishing the Funding Levels of the Financial Stabilization Account of the Undesignated/Unreserved Fund

Maintaining a Financial Stabilization Account is not only a prudent fiscal management tool, but also an important factor in the analysis of financial stability. Governments should maintain a prudent level of financial resources to protect against service reductions or tax increases because of temporary revenue shortfalls or unanticipated one-time expenditures. A financial reserve may be used to address unanticipated revenue shortfalls or unforeseen expenditures, providing resources to avoid deficit spending and helping to maintain liquidity when budgeted overages become inevitable.

Maintaining a Financial Stabilization Account is among the most effective practices a government can apply to maintain a favorable credit rating. Fund balance reserve policy/cash flow reserves are among the most frequently implemented best financial management practices for governmental issuers. The accumulation of prudent reserves in more favorable economic times could be a resource to sustain the City in inevitable economic downturns or unforeseen/emergency expenditures. Such reserves assist the City in maintaining a stable credit outlook.

Financial Stabilization Fund Subaccounts

The Financial Stabilization Fund Account shall include six subaccounts: the Contingency Subaccount, the Emergency Subaccount, the Cash Flow Stabilization Subaccount, the Debt Service Subaccount and the Property/Casualty/Health Insurance Subaccount and the Other Post-Employment Benefits (OPEB) Subaccount.

A. Contingency Subaccount

The Contingency Subaccount is intended for unanticipated expenses or revenue shortfalls impacting programs already approved in conjunction with the current year's budget. The Contingency Subaccount shall not be used to fund new programs or positions added outside of the current year budget.

Funds in the Contingency Subaccount may be used towards expenses outside of the budget only as follows:

1. Prior year budget for a specific item that lapsed before the purchase.
2. A change in legislation creating an unfunded mandate.
3. Large unexpected retirement payouts
4. A technical correction of the original budget.

B. Emergency Subaccount

The Emergency Subaccount is intended for unforeseen urgent events. To utilize funds from the Emergency Subaccount, a finding by the Mayor, with confirmation by the Board of Alderman, of "urgent economic necessity" will be required, as well as a determination that no other viable sources of funds are available. A finding of urgent economic necessity would be based on a significant event, for example, a natural disaster or catastrophe.

C. Cash Flow Stabilization Subaccount

The Cash Flow Stabilization Subaccount is intended to provide reserves to mitigate deficiencies caused by the timing of cash inflows and cash outflows.

D. Debt Service Subaccount

The Debt Service Subaccount is intended to provide reserve funds for shortfalls in budgeted revenues intended for general obligation debt service payments or unexpected and unbudgeted expenditures related to general obligation debt service as well as any unbudgeted expenses related to the service and maintenance of the City's debt liabilities.

E. Property/Casualty/Health Insurance Subaccount

The City maintains insurance for property and employee/ retiree health insurance. This subaccount shall be established to meet the unanticipated Property/Casualty/Health Insurance claims of the city.

F. Other Post Employment Benefits Obligation (OPEB) Subaccount

The City records a liability related to the Other Post Employment Benefits Obligation (OPEB). This subaccount shall be established to meet the level of unfunded liability as determined by the City administrators. If a Trust Fund is

later established pursuant to the OPEB liability, the OPEB Subaccount can be extinguished from the Financial Stabilization Fund Account.

Sizing of Financial Stabilization Fund Account and Subaccounts

The Financial Stabilization Fund Account shall be thirty-three [33%] percent of the General Fund budgeted expenditures. The amount placed in each of the subaccounts shall be determined as follows:

1. Contingency Subaccount shall be set at a minimum of five (5) percent of the General Fund budgeted expenditures.
2. Emergency Subaccount shall be set at a minimum of five (5) percent of the General Fund budgeted expenditures.
3. Cash Flow Stabilization Subaccount shall be set at a minimum of fourteen (14) percent of the General Fund budgeted expenditures.
4. Debt Service Subaccount shall be set at a minimum of three (3) percent of the General Fund budgeted expenditures.
5. The Property/Casualty/Health Insurance Subaccount shall be set at a minimum of four (4) percent of the General Fund budgeted expenditures.
6. The Other Post Employment Benefits Obligation (OPEB) Subaccount shall be set at a minimum of two (2) percent of the General Fund budgeted expenditures. If a Trust Fund is later established pursuant to the OPEB liability, the OPEB Subaccount can be extinguished from the Financial Stabilization Fund Account.

Use of Financial Stabilization Fund Account

The Financial Stabilization Account reserves should only be used to provide a short-term solution to maintaining services until projected revenue growth or necessary expenditure reductions are achieved to balance the budget. The City must evaluate the length and severity of the economic conditions and their impact on future revenue projections to determine the extent of expenditure reductions or revenue increases that are required to achieve structural balance.

Restoration of the Financial Stabilization Account and Subaccounts

In fiscal years where it becomes necessary for the City to draw monies from the Financial Stabilization subaccounts wherein the subaccount(s) drops below the level stated above, the City will develop a plan to replenish these accounts to the required levels from net revenue surpluses in the subsequent year(s) until the balance is restored to the required level.

Transfer of Additional Financial Stabilization Fund Account Funds

Any funds in addition to the established minimum requirement at the end of each fiscal year shall be deposited into the Supplemental Reserve Account of the Undesignated/Unreserved Fund provided the financial requirements of the subaccounts are met and additional funds are not required.

Fund Balance Policy Adoption

The City's Fund Balance Policy shall be adopted by resolution by the Board of Mayor and Aldermen. The policy shall be reviewed by the approving authority and the same authority must approve any modifications. It is recommended that the policy be reviewed every four years, preferably during a non-election year and 6 months following the budget process. This policy will be managed and monitored by the Finance Department and report on the current and projected level of the reserve funds in conjunction with the budget process. If necessary, the Finance Director will present recommendations for any amendments, deletions, additions, improvements or clarification.

APPENDIX F – DEBT MANAGEMENT POLICY

CITY OF FRANKLIN

T E N N E S S E E

Debt Management Policy

Prepared by
Public Financial Management
Submitted April 13, 2009
Adopted by Finance Committee, May 21, 2009
Adopted by Board of Mayor & Aldermen, June 23, 2009

Table of Contents

Introduction i

Policy Statement 1

Goals and Objectives 1

Issuance Process 1

Credit Quality and Credit Enhancement 2

Debt Affordability 2

Bond Structure 3

Types of Debt 4

Use of Synthetic Debt 6

Refinancing Outstanding Debt 6

Methods of Issuance 7

Underwriter Selection 7

Consultants 9

Disclosure 11

Debt Policy Review 11

Introduction

Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.

Since the guidelines contained in the Policy require regular updating in order to maintain relevance and to respond to the changes inherent in the capital markets, the City plans to revisit the Policy from time to time.

City of Franklin
Debt Management Policy

I. Policy Statement

In managing its debt, it is the City's policy to:

- Achieve the lowest cost of capital
- Ensure high credit quality
- Assure access to the capital credit markets
- Preserve financial flexibility
- Manage interest rate risk exposure

II. Goals & Objectives

Debt policies and procedures are tools that ensure that financial resources are adequate to meet the City's long-term planning objectives. In addition, the Debt Management Policy ("Policy") helps to ensure that financings undertaken by the City satisfy certain clear objective standards which allow the City to protect its financial resources in order to meet its long-term capital needs. The adoption of clear and comprehensive financial policies enhances the internal financial management of the City.

The Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers the City's specific capital improvement needs; ability to repay financial obligations; the existing legal, economic, and financial and debt market conditions. Specifically, the policies outlined in this document are intended to assist in the following:

- To guide the City and its managers in policy and debt issuance decisions
- To maintain appropriate capital assets for present and future needs
- To promote sound financial management
- To protect the City's credit rating
- To ensure the legal use of City's debt issuance authority
- To promote cooperation and coordination with other stakeholders in the financing and delivery of services
- To evaluate debt issuance options

III. Issuance Process

The City charter, which was approved by private Act of the Tennessee Legislature as Chapter 126 in 1967, as amended, authorizes the City to issue general obligation bonds subject to the adoption of a bond resolution by the Board of Mayor and Aldermen. Other sections of the Tennessee Code Annotated and the Federal Tax Code may govern the issuance or structure of the City's bonds.

These provisions serve as a basis for the City's affordability guidelines described later in this policy.

IV. Credit Quality and Credit Enhancement

The City's debt management activities will be conducted to receive the highest credit ratings possible, consistent with the City's financing objectives. The Finance Director will be responsible for maintaining relationships and communicating with the rating agencies that assign ratings to the City's debt. The Finance Director will provide the rating agencies with periodic updates of the general financial condition of the City. Full disclosure of operations and open lines of communication shall be maintained with the rating agencies. The City, together with the Financial Advisor, shall prepare presentations to the rating agencies to assist credit analysts in making an informed decision. The Finance Director shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies will be asked to provide such rating.

The City will make an annual credit presentation to the Board of Mayor and Aldermen, explaining the City's current rating, rating agency views on the City's performance and current items which may positively or adversely affect the City's General Obligation credit rating.

The City will consider the use of credit enhancements on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when clearly demonstrable savings can be shown shall an enhancement be considered. The City will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancements:

1. **Bond Insurance**
   The City may purchase bond insurance when such purchase is deemed prudent and advantageous for negotiated sales. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest on insured bonds versus uninsured bonds. For competitive sales, the purchaser of the bonds will determine whether bond insurance will be used.

   The City will solicit quotes for bond insurance from interested providers, or in the case of a competitive sale, allow bidders to request bond insurance. In a negotiated sale, the City will select a provider whose bid is most cost effective and whose terms and conditions governing the guarantee are satisfactory to the City. The winning bidder in a competitive sale will determine the provider of bond insurance.

2. **Letters of Credit**
   The City may enter into a letter-of-credit (LOC) agreement when such an agreement is deemed prudent and advantageous. The City will prepare and distribute a request for qualifications to qualified banks or other qualified financial institutions which includes terms and conditions that are acceptable to the City.

V. Debt Affordability

The ratios and standards identified below are intended to provide guidelines which permit and facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the City's annual operations. The City shall consider the ability to repay debt as it relates to the total budget resources, the wealth and income of the community and the property tax base:

Debt Affordability Ratios	Benchmarks
(I.) Total Budget Resources: 1.Debt Service as a Percent of Operating Expenditures – *Measures debt liability relative to total budget resources*	**Total GO Debt** **< 12%** **Less Self-Supporting Debt** **<8%**
Supporting Data	S&P (04/08) cites <8% as low, 8%-15% as moderate Moody's, 2008 AAA Cities, Population 50k-100k Median @ 8.97%
Brentwood @	11.40%
Germantown @	8.00%
Franklin - Total GO Debt @	**9.78%**
Franklin - Less Self-Supporting @	**4.77%**
Chattanooga @ [AA/AA+]	9.14%
Clarksville @ [Aa3]	17.05%
Murfreesboro @ [A1]	17.31%
Alpharetta, GA @	21.00%
Dublin, OH @	11.37%
Naperville, IL @	6.69%

(II.) Wealth and Income of Community: 2. Direct Debt Per Capita – *Measures net debt to population*		**< $2,000**
Supporting Data		S&P (4/08) cites < $1,000 as very low, $1,000-$2,000 as low and $2,000-$3,000 as moderate
Brentwood @	$	669.70
Germantown @	$	535.30
Franklin - Total GO Debt @	**$**	**1,442.88**
Franklin - Less Self-Supporting @	**$**	**799.01**
Chattanooga @ [AA/AA+]	$	566.84
Clarksville @ [Aa3]	$	383.30
Murfreesboro @ [A1]	$	1,865.21
Alpharetta, GA @	$	941.43
Dublin, OH @	$	999.90
Naperville, IL @	$	587.40

2b. Per Capita Debt/Per Capita Income – *Measures each person's estimated ability to back their portion of debt based on personal income per capita*	**< 3.00%**
Supporting Data	
Brentwood @	1.22%
Germantown @	0.87%
Franklin - Total GO Debt @	**2.78%**
Franklin - Less Self-Supporting @	**1.54%**
Chattanooga @ [AA/AA+]	1.74%
Clarksville @ [Aa3]	0.96%
Murfreesboro @ [A1]	5.95%
Alpharetta, GA @	2.02%
Dublin, OH @	2.43%
Naperville, IL @	1.48%

(III) Property Tax Base: 3. Direct Debt as a % of Market Value – the government's jurisdiction *Overall Net Debt divided by the fiscal year or most recent Total Full Value – Measures the overall debt to all taxable property within the government's jurisdiction*	**0.4% - 0.8%**
Supporting Data	Moody's, 2008 AAA Cities, Population 50k-100k Median @ 0.5%
Brentwood @	0.3%
Germantown @	0.4%
Franklin - Total GO Debt @	**1.0%**
Franklin - Less Self-Supporting @	**0.6%**
Chattanooga @ [AA/AA+]	0.7%
Clarksville @ [Aa3]	0.8%
Murfreesboro @ [A1]	2.5%
Alpharetta, GA @	0.4%
Dublin, OH @	0.7%
Naperville, IL @	0.4%

3b. Debt Burden (Overall Net Debt as a % of Market Value) – *Measures the overall debt burden to the taxable market value of the tax base*	**3% - 6%**
Supporting Data	S&P (04/08) cites < 3% as low, 3%-6% as moderate Moody's 2008 AAA Cities, Population 50k-100k, Median @ 1.77%
Brentwood @	2.05%
Germantown @	3.32%
Franklin - Total GO Debt @	**3.47%**
Chattanooga @ [AA/AA+]	1.80%
Clarksville @ [Aa3]	4.56%
Murfreesboro @ [A1]	4.51%
Alpharetta, GA @	0.68%
Dublin, OH @	0.76%
Naperville, IL @	2.27%

VI. Bond Structure

The City shall establish all terms and conditions relating to the issuance of bonds and will invest all bond proceeds pursuant to the terms of the City's Investment Policy. Unless otherwise authorized by the City, the following shall serve as the Policy for determining structure:

1. **Term**
   All capital improvements financed through the issuance of debt will be financed for a period not to exceed the useful life of the improvements, and in consideration of the ability of the City to absorb the additional debt service expense within the debt affordability guidelines, but in no event will the term exceed thirty (30) years.

2. **Capitalized Interest**
   From time to time certain financings may require the use of capitalized interest from the issuance date until the City has beneficial use and/or occupancy of the financed project. Interest may be financial (capitalized) through a period permitted by federal law and State statute if it is determined that doing so is beneficial to the financing by the Finance Director.

3. **Debt Service Structure**
   General Obligation debt issuance shall be planned to achieve relatively net level debt service or level principal amortization considering the City's outstanding debt obligations, while matching debt service to the useful life of facilities. The City shall avoid the use of bullet or balloon maturities, absent sinking fund requirements, except in those instances where these maturities serve to make existing overall debt service level or to match a specific income stream.

   Debt which is supported by project revenues and is intended to be self-supporting will be structured to achieve level proportional coverage to expected available revenues.

4. **Call Provisions**
   In general, the City's securities will include a call feature no later than ten (10) years from the date of delivery of the bonds. The City will avoid the sale of long-term non-callable bonds absent careful evaluation by the City's Finance Director with respect to the value of the call option.

5. **Original Issuance Discount/Premium**
   Bonds with original issuance discount/premium will be permitted.

6. **Deep Discount Bonds**
   Deep discount bonds may provide a lower cost of borrowing in certain capital markets. The City's Finance Director will carefully consider their value and effect on any future refinancing as a result of the lower-than-market coupon.

7. **Structured Products**
   The determination of the City to consider the use of structured products as a hedge against interest rate risk or a method to lower its cost of borrowing will be made by the Finance Director. The City will comply with state guidelines and will be able to quantify and understand the potential risks or to achieve fixed and/or variable rate exposure targets. The City will not use structured products for speculative purposes.

VII. Types of Debt

When the City determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

Security Structure

1. **General Obligation Bonds**
   The City may issue general obligation bonds supported by the full faith and credit of the City. General Obligation bonds shall be used to finance capital projects that do not have independent creditworthiness and significant ongoing revenue streams. The City may also use its General Obligation pledge to support other revenue-supported bond issues, if such support improves the economics of the other bond issue and is used in accordance with these guidelines.

2. **Revenue Bonds**
   The City may issue revenue bonds, where repayment of the debt service obligations of the bonds will be made through revenues generated from specifically designated sources. Revenue bonds will typically be issued for capital projects which can be supported from project or enterprise-related revenues.

3. **Capital Leases**
   The City may use capital leases to finance short-term projects.

Duration

1. **Long-Term Debt (maturing after 3 years)**
   The City may issue long-term debt where it is deemed that capital improvements should not be financed from current revenues or short-term borrowings. Long-term borrowing will not be used to finance current operations or normal maintenance. Long-term debt will be self-supporting and structured such that financial obligations do not exceed the expected useful life of the project(s).

   a) *Serial and Term Bonds* may be issued in either fixed or variable rate modes to finance capital infrastructure projects with an expected life of three years or greater.

   b) *Capital Outlay Notes* may be issued to finance capital infrastructure projects with an expected life of three to seven years.

2. **Short-Term Debt (maturing within three years)**
   Short-term borrowing may be utilized for the construction period of a long-term project or for the temporary funding of operational cash flow deficits or anticipated revenues (defined as an assured source with the anticipated amount based on conservative estimates) subject to the following policies:

   a) *Bond Anticipation Notes (BANs)*, including commercial paper notes issued as BANs, may be issued instead of capitalizing interest to reduce the debt service during the construction period of a project or facility. The BANs shall not mature more than 2 years from the date of issuance. BANs can be rolled in accordance with federal law and State statute. BANs shall mature within 6 months after substantial completion of the financed facility.

   b) *Revenue Anticipation Notes (RANs) and Tax Anticipation Notes (TANs)* shall be issued only to meet cash flow needs consistent with a finding by bond counsel that the sizing of the issue fully conforms to Federal IRS and state requirements and limitations.

c) *Lines of Credit* shall be considered as an alternative to other short-term borrowing options. A *line* of credit shall be structured to limit concerns as to the Internal Revenue Code.

d) *Intrafund Loans* shall only be used to fund operational deficiencies among accounts or for capital projects to be paid from current fiscal year revenues. Such intrafund loans shall in no event extend beyond twelve (12) months and shall only be issued in compliance with state regulations and limitations.

e) *Other Short-Term Debt*, including commercial paper notes, may be used when it provides an interest rate advantage or as interim financing until market conditions are more favorable to issue debt in a fixed rate mode. The City will determine and utilize the least costly method for short-term borrowing. The City may issue short-term debt when there is a defined repayment source or amortization of principal.

Interest Rate Modes

Fixed Rate Debt

To maintain a predictable debt service burden, the City may give preference to debt that carries a fixed interest rate.

Variable Rate Debt

The percentage of net variable rate debt outstanding (excluding (1) debt which has been converted to synthetic fixed rate debt and (2) an amount of debt considered to be naturally hedged to short-term assets in the Unreserved Fund Balance) shall not exceed 20% of the City's total outstanding debt and will take into consideration the amount and investment strategy of the City's operating cash.

1. The following circumstances may result in the consideration of issuing variable rate debt:

a) Asset-Liability Matching

b) Construction Period Funding

c) High Interest Rates. Interest rates are above historic averages.

d) Variable Revenue Stream. The revenue stream for repayment is variable, and is anticipated to move in the same direction as market-generated variable interest rates, or the dedication of revenues allows capacity for variability.

e) Adequate Safeguards Against Risk. Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts; such structures could include, but are not limited to, interest rate caps and short-term cash investments in the City's General Fund.

f) Financial Advisor Analysis. An analysis from the City's Financial Advisor evaluating and quantifying the risks and returns involved in the variable rate financing and recommending variable rate as the lowest cost option.

g) *As a Component to Synthetic Fixed Rate Debt.* Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt. Prior to using synthetic fixed rate debt, the City shall certify that present value savings of at least 3% results from issuing synthetic fixed rate debt relative to traditional fixed rate debt.

VIII. Use of Synthetic Debt

The Finance Director will determine whether the use of synthetic debt is appropriate and will comply with the state statutes regulating the use of synthetic debt.

Swaps are appropriate to use when they achieve a specific objective consistent with overall financial policy. Swaps may be used, for example, to lock-in a current market fixed rate or create additional variable rate exposure. Swaps may be used to produce interest rate savings, alter the pattern of debt service payments, or for asset/liability matching purposes. Swaps may be used to cap, limit or hedge variable rate payments.

Options granting the right to commence or cancel an underlying swap may be used to the extent the swap itself is otherwise consistent with these guidelines; however, the Finance Director must determine if the use of any such option is appropriate and warranted given the potential benefit, risks, and objectives of the City.

IX. Refinancing Outstanding Debt

The Finance Director with assistance from the City's Financial Advisor shall have the responsibility to analyze outstanding bond issues for refunding opportunities. The Finance Director will consider the following issues when analyzing possible refunding opportunities:

1. Debt Service Savings

Absent other compelling considerations such as the opportunity to eliminate onerous or restrictive covenants contained in existing debt documents, the Finance Director establishes a minimum present value savings threshold of 3.0% of the advanced refunded bond principal amount. The present value savings will be net of all costs related to the refinancing. If present value savings is less than 3.0%, the Finance Director may consider the option value captured as a percent of total savings. If the option value exceeds 70% and present value savings is less than 3.0%, the Finance Director may opt to complete a refunding. If the present value savings per maturity is at least 3.0% but less than 70% of the option value, the Finance Director may opt to complete a refunding. The decision to take savings on an upfront or deferred basis must be explicitly approved by the Board of Mayor and Alderman. Current refunding opportunities will be considered by the Finance Director if the refunding generates positive present value savings.

2. Restructuring for economic purposes

The City will refund debt when it is in the best financial interest of the City to do so. Such refunding will be limited to restructuring to meet unanticipated revenue expectations, achieve cost savings, mitigate irregular debt service payments, release reserve funds or remove unduly restrictive bond covenants.

3. Term of Refunding Issues

The City will refund bonds within the term of the originally issued debt. However, the Finance Director may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The Finance Director may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.

4. **Escrow Structuring**
   The City shall utilize the least costly securities available in structuring refunding escrows. In the case of open market securities, a certificate will be provided by a third party agent, who is not a broker-dealer stating that the securities were procured through an arms-length, competitive bid process, that such securities were more cost effective than State and Local Government Obligations (SLGS), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the City from its own account.

5. **Arbitrage**
   The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding subject to the City's investment policies. Any positive arbitrage will be rebated as necessary according to Federal guidelines.

X. Methods of Issuance

The City or its designee will determine the method of issuance on a case-by-case basis.

1. **Competitive Sale**
   In a competitive sale, the City's bonds shall be awarded to the bidder providing the lowest true interest cost as long as the bid adheres to the requirements set forth in the official notice of sale.

2. **Negotiated Sale**
   While the City prefers the use of a competitive process, the City recognizes that some securities are best sold through negotiation. In its consideration of a negotiated sale, the City shall assess the following circumstances:

   a. State prohibitions against negotiated sales,

   b. A structure which may require a strong pre-marketing effort such as a complex transaction or a "story" bond,

   c. Size of the issue which may limit the number of potential bidders,

   d. Market volatility is such that the City would be better served by flexibility in timing a sale,

   e. Whether the Bonds are issued as variable rate demand obligations,

   f. Whether an idea or financing structure is a proprietary product of a single firm.

3. **Private Placement**
From time to time the City may elect to privately place its debt. Such placement shall only be considered if this method is demonstrated to result in a cost savings to the City relative to other methods of debt issuance.

XI. Underwriter Selection (Negotiated Transaction)

Senior Manager Selection
The Board of Mayor and Alderman or its designee shall select the senior manager for a proposed negotiated sale. The selection criteria shall include but not be limited to the following:

- The firm's ability and experience in managing complex transactions
- Prior knowledge and experience with the City
- The firm's willingness to risk capital and demonstration of such risk
- Quality and experience of personnel assigned to the City's engagement
- Financing ideas presented
- Underwriting fees

Co-Manager Selection
Co-managers will be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of transaction size and the necessity to ensure maximum distribution of the City's bonds.

Selling Groups
The City may use selling groups in certain transactions. To the extent that selling groups are used, the Finance Director at his or her discretion may make appointments to selling groups as the transaction dictates.

Underwriter's Counsel
In any negotiated sale of City debt in which legal counsel is required to represent the underwriter, the appointment will be made by the Senior Manager with input from the City.

Underwriter's Discount
The Finance Director will evaluate the proposed underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the Finance Director will determine the allocation of fees with respect to the management fee, if any. The determination will be based upon participation in the structuring phase of the transaction.

All fees and allocation of the management fee will be determined prior to the sale date; a cap on management fee, expenses and underwriter's counsel will be established and communicated to all parties by the Finance Director. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

Evaluation of Underwriter Performance
The Finance Director with assistance of an independent Financial Advisor will evaluate each bond sale after completion to assess the following: costs of issuance including underwriters' compensation, pricing of the bonds in terms of the overall interest cost and on a maturity-by-

maturity basis, and the distribution of bonds and sales credits.

Following each sale, the Finance Director shall provide a report to the Board of Mayor and Aldermen on the results of the sale.

Syndicate Policies
For each negotiated transaction, the Finance Director will prepare syndicate policies that will describe the designation policies governing the upcoming sale. The Finance Director shall ensure receipt of each member's acknowledgement of the syndicate policies for the upcoming sale prior to the sale date.

Designation Policies
To encourage the pre-marketing efforts of each member of the underwriting team, orders for the City's bonds will be net designated, unless otherwise expressly stated. The City shall require the senior manager to:

- Equitably allocate bonds to other managers and the selling group
- Comply with Municipal Securities Rulemaking Board (MSRB) regulations governing the priority of orders and allocations
- Within 10 working days after the sale date, submit to the Finance Director a detail of orders, allocations and other relevant information pertaining to the City's sale

XII. Consultants

Financial Advisor
The City shall select a financial advisor (or advisors) to assist in its debt issuance and debt administration processes. Selection of the City's financial advisor(s) shall be based on, but not limited to, the following criteria:

- Overall quality of the firm's proposal as an indicator of its probability for success.
- Relevant Financial Advisor experience with municipal government issuers and the public sector.
- Indication that the firm has a broadly based background and is therefore capable of balancing the City's overall needs for continuity and innovation in capital planning and debt financing.
- Experience and demonstrated success as indicated by its listing of current major clients.
- The firm's professional reputation for integrity and compliance with state and federal law.
- Independence from municipal bond underwriting, trading, or other clients, activities, or events which could result in a conflict of interest.
- Professional qualifications and experience of principal employees who will work for the City.
- Commitment to fair and equitable employment practices.
- Significant consideration will be given to the proposed fee structure and estimated costs, but price will not be the sole determining factor.

Financial Advisory Services
Financial advisory services provided to the City shall include, but shall not be limited to the following:

- Advise the City on financial matters relating to proposed capital financing projects.
- Analyze the current debt profile and recommend appropriate changes to ensure correct mix of fixed rate debt, variable rate debt and structured products to accomplish the City's immediate and long-term fiscal objectives.
- Working with the City staff and their legal advisors, prepare Preliminary Official Statement, Official Statement, Notice of Bond Sale and other related documents.
- Advise and assist in presentations to rating agencies.
- Assist the City in obtaining competitive bids from bond underwriters, trustees, paying agents/registrars, printers and escrow verification agents, as necessary.
- In the event the City undertakes negotiated underwritings, the Financial Advisor shall represent the City's interests in all aspects of the negotiated transaction, including underwriter selection, revenue and transaction structuring, credit enhancement and pricing scales.
- Arrange for electronic disclosure and bidding services.
- Develop five and ten year debt strategies that incorporate the City's capital financing plans and revenue constraints. Discuss funding alternatives and cost benefits of proposed strategies. Determine the City's debt or bonding capacity and the revenue impact of capital projects.
- Assist the City in identifying and obtaining new sources of funding for capital needs such as new revenues, asset sales, state and/or federal grants or incentive programs.
- Assess use of swaps and other structured products, and propose strategies, to meet the City's financing objectives.
- Develop a formal written debt policy, which incorporates the City's financial and operational objectives.
- Conduct necessary analysis and feasibility studies relating to financing of City projects, including cash flows, sources and uses, and sensitivity analysis of variables in a financing, such as interest rate, maturities, and rate of principal redemption.
- Propose innovative financing techniques, which may assist the City in minimizing costs, simplifying debt financing or achieving the City's objectives.
- Provide consultation and research on tax issues faced by the City relative to the financing of public infrastructure.
- Advise the City in complying with and preparing continuing disclosure information pursuant to Security and Exchange Commission rules.
- Cooperate and confer with the City's Bond Counsel and other advisors retained by the City.
- Review all financing documents and advise the City's Finance Director accordingly.

- Undertake such additional actions as will lead to the prompt and successful delivery of the proceeds and the production and availability of bonds.
- Make recommendations on legislation, as requested, which may significantly affect the bond's cost of financing.

Conflict of Interest
The City requires that its consultants and advisors provide objective advice and analysis, maintain the confidentiality of City financial plans, and be free from any conflicts of interest.

Bond Counsel
City debt will include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt, that the City has met all legal requirements necessary for issuance, and a determination of the proposed debt's federal income tax status. The approving opinion and other documents relating to the issuance of debt will be prepared by counsel with extensive experience in public finance and tax issues. The Counsel will be selected by the City.

Disclosure by Financing Team Members
All financing team members will be required to provide full and complete disclosure, relative to agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements shall be permitted which could compromise the firm's ability to provide independent advice which is solely in the City's best interests or which could reasonably be perceived as a conflict of interest.

XIII. Disclosure

The City will provide annual financial and economic information to all Nationally Recognized Municipal Information Repositories (NRMSIRs) designated by the SEC and the State Information Depository (SID). The City will also notify the NRMSIRs and SID of any of the following material events:

- Principal and interest payment delinquencies
- Nonpayment-related defaults
- Unscheduled draws on bond-related reserves
- Unscheduled draws on credit enhancements
- Substitution of credit or liquidity providers or the failure of performance on the part of a liquidity provider
- Adverse tax opinions or events affecting the tax-exempt status of any bonds
- Modifications to rights of bond holders
- Bond calls
- Defeasances
- Matters affecting collateral
- Rating changes

The City will also maintain a system of record keeping and reporting which complies with the arbitrage rebate compliance requirements of the federal tax code.

XIV. Debt Policy Review

The debt policy guidelines outlined herein are only intended to provide general direction regarding the future use and execution of debt, interest rate swaps and options. The City maintains the right to modify these guidelines and may make exceptions to any of them at any time to the extent that the execution of such debt, swap or option achieves City goals.

This policy will be reviewed no less frequently than annually. At that time the Finance Director will consider any recommendations for any amendments, deletions, additions, improvements or clarification.

APPENDIX G – ADDITIONAL DEMOGRAPHIC & ECONOMIC INFORMATION

CITY OF FRANKLIN, TENNESSEE

Revenue Capacity Information -
Local Sales Tax Collections

FISCAL YEAR	ESTIMATE OF TAXABLE SALES SUBJECT TO LOCAL SALES TAX	LOCAL SALES TAX RATE (CITY & WILLIAMSON COUNTY)	TOTAL LOCAL SALES TAX COLLECTED	LESS: COUNTY PORTION (1/2 OF TAX)	LESS: COUNTY ADMIN FEE (1% of City's 1/2 of tax)	LOCAL SALES TAX RECEIVED BY CITY	PERCENT OF GENERAL FUND REVENUE
2002	$ 1,350,173,378	2.25%	$ 30,378,901	$ (15,189,451)	$ (151,895)	$15,037,556	43.17%
2003	1,465,205,836	2.25%	32,967,131	(16,483,566)	(164,836)	16,318,730	45.93%
2004	1,642,825,679	2.25%	36,963,578	(18,481,789)	(184,818)	18,296,971	47.43%
2005	1,776,515,466	2.25%	39,971,598	(19,985,799)	(199,858)	19,785,941	48.07%
2006	1,975,820,696	2.25%	44,455,966	(22,227,983)	(222,280)	22,005,703	46.65%
2007	2,144,580,382	2.25%	48,253,059	(24,126,529)	(241,265)	23,885,264	45.08%
2008	2,081,744,916	2.25%	46,839,261	(23,419,630)	(234,196)	23,185,434	42.31%
2009	1,899,219,214	2.25%	42,732,432	(21,366,216)	(213,662)	21,152,554	42.25%
2010	1,882,812,211	2.25%	42,363,275	(21,181,637)	(211,816)	20,969,821	45.41%
2011	2,040,014,905	2.25%	45,900,335	(22,950,168)	(229,502)	22,720,666	44.81%

Tennessee Code Annotated Section 67-6-702 authorizes the levy of a local option sales tax. The maximum rate authorized is 2.75%. The current rate is 2.25%. The tax is applied only to the first $1,600 of any single article of personal property.

The City receives 1/2 of the 2.25% rate collected within the City. Williamson County receives the other 1/2, plus an administrative fee of 1% of the City's 1/2 of the tax.

CITY OF FRANKLIN, TENNESSEE

Revenue Capacity Information -
Assessed Value and Actual Value of Taxable Property, Last Ten Years

TAX YEAR	TOTAL TAXABLE ASSESSED VALUE*	TOTAL DIRECT TAX RATE**	APPRAISED VALUE* ACTUAL VALUE OF TAXABLE PROPERTY	ASSESSED VALUE AS A PERCENTAGE OF ACTUAL VALUE
2001	$ 1,381,145,006	0.55	$ 4,404,186,187	31.36%
2002	1,433,680,138	0.55	4,598,585,034	31.18%
2003	1,478,940,190	0.55	5,010,082,404	29.52%
2004	1,551,200,437	0.55	5,292,203,841	29.31%
2005	1,696,054,165	0.55	6,162,312,297	27.52%
2006	2,259,868,386	0.43	7,433,188,531	30.40%
2007	2,399,581,643	0.43	7,948,798,841	30.19%
2008	2,516,989,208	0.43	9,637,668,952	26.12%
2009	2,689,334,028	0.43	10,225,661,696	26.30%
2010	2,769,192,347	0.43	9,601,438,372	28.84%

* Appraised and assessed information from the Tax Aggregate Report of Tennessee
** Per $100 of assessed valuation

Note: Property of the City is reappraised periodically. For this reason appraised value is considered equal to actual value.

CITY OF FRANKLIN, TENNESSEE

Revenue Capacity Information -
Principal Property Taxpayers, Current Year and Nine Years Ago

	2002		2011	
Taxpayer	**ASSESSED VALUATION**	**PERCENT OF TOTAL VALUATION ***	**ASSESSED VALUATION**	**PERCENT OF TOTAL VALUATION ****
Ad Valorem Tax				
Atmos Energy Corp	$ 15,547,494	1.13%	$ 18,826,644	0.68%
Middle TN Electric Membership Corp	6,652,561	0.48%	12,826,063	0.46%
Bell South Telecommunications	9,665,103	0.70%		
Real and Personal Property Tax				
Galleria Associates	36,411,360	2.64%	50,087,120	1.81%
HRLP Cool Springs LLC			27,141,960	0.98%
Carothers Office ACQ LLC			26,064,120	0.94%
Wyndchase LLC	14,999,496	1.09%	20,000,000	0.72%
Williams W. Fred Trust	14,751,700	1.07%		
Landings F C LP	11,272,172	0.82%	19,022,465	0.69%
Williamson Farmers Co-Op	13,205,498	0.96%	16,581,002	0.60%
Crescent Resources			18,614,722	0.67%
Boyle Cool Springs Joint Venture			15,194,640	0.55%
Alara Franklin Corp			13,862,320	0.50%
Franklin Cool Springs Corp	10,480,942	0.76%	13,711,402	0.50%
Lightman Cool Springs			12,992,320	0.47%
AGL/SLC McEwen No 1 LLC			11,753,440	0.42%
Weaks Realty			10,790,480	0.39%
NHC Healthcare Cool Springs			10,200,000	0.37%
Cool Springs Market LP	9,620,360	0.70%		
Crown Brook Ltd	9,600,000	0.70%		
United Dominion Realty	9,101,980	0.66%		
Totals	$ 161,308,666	11.71%	$ 297,668,698	10.75%

* Total assessed valuation in 2002 (tax year 2001) was $1,381,145,006.
** Total assessed valuation in 2011 (tax year 2010) is $2,769,192,347.

CITY OF FRANKLIN, TENNESSEE

Demographic and Economic Information -
Principal Employers, Current Year and Nine Years Ago

	2002			2011		
Employer	**Employees ***	**Rank**	**Percentage of Total City Employment**	**Employees ****	**Rank**	**Percentage of Total City Employment**
Cool Springs Galleria Mall	3,500	1	8.44%	3,500	1	6.73%
Community Health Systems				1,800	2	3.46%
Williamson Medical Center	987	4	2.38%	1,300	3	2.50%
Nissan North America				1,300	4	2.50%
Verizon				1,000	5	1.92%
AIM Healthcare	375	8	0.70%	815	6	1.57%
Healthways				800	7	1.54%
Mars Petcare US				680	8	1.31%
Progeny Marketing Innovations				550	9	1.06%
Lee Co.	647	5	1.20%	520	10	1.00%
Primus/Ford Motor Credit	2,500	2	6.03%			
FISI-Madison	1,000	3	1.87%			
Plus Mark	600	6	1.45%			
United Cities Gas	462	7	0.86%			
Apcom, Inc.	350	9	0.84%			
LDM Technologies	333	10	0.80%			
Lasko Metal Products, Inc.	275	11	0.66%			
Total	11,029		25.23%	12,265		23.59%

* City's 2002 Comprehensive Annual Financial Report
** Williamson County Office of Economic Development

APPENDIX H - PAY STRUCTURE

The City's Pay Scale/Job Listing is on the following pages.

CITY OF FRANKLIN
PAY SCALE/JOB LISTING

GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min Grade/grade	CODE2	FLSA	JOB TITLE
6	$24,042.42	$26,446.66	$28,850.90	$31,255.15	$33,659.39	140.0%	1905	N	Refuse Collector
hr	**$11.56**	**$12.72**	**$13.88**	**$15.03**	**$16.18**				
bi-wk	**$924.80**	**$1,017.60**	**$1,110.40**	**$1,202.40**	**$1,294.40**				
yr	**$24,044.80**	**$26,457.60**	**$28,870.40**	**$31,262.40**	**$33,654.40**				
7	$25,513.26	$28,064.59	$30,615.91	$33,167.24	$35,718.56	140.0%	1018	N	Custodian
hr	**$12.27**	**$13.50**	**$14.72**	**$15.95**	**$17.17**	**6.1%**	1018P	N	Custodian Part-time
bi-wk	**$981.60**	**$1,080.00**	**$1,177.60**	**$1,276.00**	**$1,373.60**		1877	N	Parking Enforcement Officer
yr	**$25,521.60**	**$28,080.00**	**$30,617.60**	**$33,176.00**	**$35,713.60**				
8	$27,038.16	$29,741.98	$32,445.79	$35,149.61	$37,853.42	140.0%	2005	N	Street Crew Worker
hr	**$13.00**	**$14.30**	**$15.60**	**$16.90**	**$18.19**	**5.9%**	2313	N	Utility Service Worker
bi-wk	**$1,040.00**	**$1,144.00**	**$1,248.00**	**$1,352.00**	**$1,455.20**				
yr	**$27,040.00**	**$29,744.00**	**$32,448.00**	**$35,152.00**	**$37,835.20**				
9	$28,621.20	$31,678.40	$34,735.59	$37,792.79	$40,849.98	142.7%	0051	N	Equipment Operator
hr	**$13.77**	**$15.23**	**$16.70**	**$18.17**	**$19.63**	**5.9%**	1512	N	Facilities Worker
bi-wk	**$1,101.60**	**$1,218.40**	**$1,336.00**	**$1,453.60**	**$1,570.40**		1512P	N	Facilities Worker Part-time
yr	**$28,641.60**	**$31,678.40**	**$34,736.00**	**$37,793.60**	**$40,830.40**		1416	N	General Services Technician
							1915	N	Grounds Maintenance Worker
							1520	N	Grounds Worker
							1520P	N	Grounds Worker Part-time
							2015	N	Landscape Maintenance Worker
SCHOOL PATROL: $419.22/mo							2015P	N	Landscape Maintenance Worker Part-time
							1517	N	Landscaping Worker
							1517P	N	Landscaping Worker Part-time
							2303	N	Meter Reader
							1502	N	Maintenance Worker
							1916	N	Parts Clerk
							1880	N	Records Clerk
							1217	N	Records Mgmt Tech
							1914	N	Scale Operator
							0010	N	Secretary
							1901	N	Solid Waste Technician
							2306	N	Stock Room Clerk

CITY OF FRANKLIN
PAY SCALE/JOB LISTING

GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min Grade/grade	CODE2	FLSA	JOB TITLE
10	$29,957.40	$33,225.74	$36,494.07	$39,762.41	$43,030.74	143.6%	1301	N	Accounting Technician
hr	**$14.41**	**$15.98**	**$17.55**	**$19.12**	**$20.68**	**4.6%**	0014	N	Administrative Secretary
bi-wk	**$1,152.80**	**$1,278.40**	**$1,404.00**	**$1,529.60**	**$1,654.40**		0014	N	Administrative Secretary-Part-time
yr	**$29,972.80**	**$33,238.40**	**$36,504.00**	**$39,769.60**	**$43,014.40**		2108	N	Belt Press Operator
							0022	N	Billing/Collections Technician
							1004	N	Facilities Maintenance Worker (formerly Bldg Mt Wkr)
							1011	N	Deputy Court Clerk
							2316	N	Meter Reader SR
							1919	N	Parts Specialist
							1917	N	Preventive Maintenace PM Tech
							1902	N	Solid Waste Driver
							2305	N	Utility Service Worker SR
11	$31,357.86	$34,849.83	$38,341.80	$41,833.77	$45,325.74	144.5%	1511	N	Athletic Turf Worker
hr	**$15.08**	**$16.76**	**$18.44**	**$20.12**	**$21.79**	**4.6%**	1511p	N	Athletic Turf Worker Part-time
bi-wk	**$1,206.40**	**$1,340.80**	**$1,475.20**	**$1,609.60**	**$1,743.20**		1820	N	Communications Officer
yr	**$31,366.40**	**$34,860.80**	**$38,355.20**	**$41,849.60**	**$45,323.20**		0052	N	Equipment Operator SR
							1509	N	Parks Athletic Field Worker
							1508	N	Parks Landscape Worker SR
							1505	N	Parks Maintenance Worker SR
							2314	N	Sewer Equipment Technician
							1903	N	Solid Waste Truck Driver/Operator
							2204	N	Wastewater Operator I
							2203	N	Water Operator I
12	$32,822.58	$36,552.47	$40,282.35	$44,012.24	$47,742.12	145.5%	1304	N	Accounts Payable Technician
hr	**$15.79**	**$17.58**	**$19.37**	**$21.16**	**$22.95**	**4.7%**	0016	N	Administrative Assistant
bi-wk	**$1,263.20**	**$1,406.40**	**$1,549.60**	**$1,692.80**	**$1,836.00**		0016P	N	Administrative Assistant Part-time
yr	**$32,843.20**	**$36,566.40**	**$40,289.60**	**$44,012.80**	**$47,736.00**		1039	N	Chief Deputy Court Clerk
							1110	N	Neighborhood Resources Coordinator
							1824	N	Communications Officer SR
							1886	N	Communications Support Coordinator
							1882	N	Evidence Technician
							1882P	N	Evidence Technician Part-time

CITY OF FRANKLIN
PAY SCALE/JOB LISTING

GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min Grade/grade	CODE2	FLSA	JOB TITLE
12 (cont'd)	$32,822.58	$36,552.47	$40,282.35	$44,012.24	$47,742.12		1310	N	Financial Technician
hr	**$15.79**	**$17.58**	**$19.37**	**$21.16**	**$22.95**		0053	N	Heavy Equipment Operator
bi-wk	**$1,263.20**	**$1,406.40**	**$1,549.60**	**$1,692.80**	**$1,836.00**		1605	N	Human Resources Technician
yr	**$32,843.20**	**$36,566.40**	**$40,289.60**	**$44,012.80**	**$47,736.00**		2016	N	Landscape Mt Worker SR
							0055	N	Mechanic
							1308	N	Payroll Technician
							0015	N	Permit Technician
							1027	N	Purchasing Technician
							1030	N	Recording Secretary to BOMA
							2319	N	Stock Room Supervisor
							1906	N	Tractor Trailer Driver
							2019	N	Traffic Striping Technician Asst
							1031	N	Executive Assistant to City Adm
13	$34,357.68	$38,339.76	$42,321.84	$46,303.92	$50,286.00	146.4%	1513	N	Facilities Crew Chief
hr	**$16.52**	**$18.44**	**$20.35**	**$22.27**	**$24.17**	**4.6%**	1407	N	Firefighter
bi-wk	**$1,321.60**	**$1,475.20**	**$1,628.00**	**$1,781.60**	**$1,933.60**		1519	N	Groundskeeper Crew Chief
yr	**$34,361.60**	**$38,355.20**	**$42,328.00**	**$46,321.60**	**$50,273.60**		1518	N	Landscape Crew Chief
							1501	N	Maintenance Crew Chief
							1870	N	Police Officer
NOTE:	**Effective 6/29/07, FF starting pay includes EMT as part of base**						1510	N	Program Specialist
	EMT only		**Paramedic pay (as of 07-2008 is additional ($4,550 yr)**				2320	N	Utilities Crew Chief
	$11.80 hr		**$13.37 hr**				2208	N	Wastewater Operator II
	$1,321.60 bi-wk		**$1,496.60 bi-wk**				2207	N	Water Operator II
	$34,361.60 yr		**$38,911.60 yr**				1043P	N	Video Production Assistant Part-time
	(Hourly rate based on 2912 hrs per year)								
14	$35,964.18	$40,214.27	$44,464.35	$48,714.44	$52,964.52	147.3%	0025	N	Billing/Collections Spvsr
hr	**$17.30**	**$19.34**	**$21.38**	**$23.43**	**$25.46**	**4.7%**	1005	N	Facilities Maintenance Spvsr (formerly Bldg Mt Spvsr)
bi-wk	**$1,384.00**	**$1,547.20**	**$1,710.40**	**$1,874.40**	**$2,036.80**		1008	N	City Court Clerk
yr	**$35,984.00**	**$40,227.20**	**$44,470.40**	**$48,734.40**	**$52,956.80**		1105	N	Codes Officer SR
							1883	N	Communications Supervisor Asst.
							0056	N	Diesel Mechanic
							2400	N	Legal Secretary
							2311	N	Lift Station Technician
							1708	N	Planning Assistant
							1881	N	Records Supervisor
							1109	N	Sign Codes Administrator
							1116	N	Sign/Design Standards Administrator

CITY OF FRANKLIN
PAY SCALE/JOB LISTING

GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min Grade/grade	CODE2	FLSA	JOB TITLE
14 (cont'd)	$35,964.18	$40,214.27	$44,464.35	$48,714.44	$52,964.52	147.3%	1918	N	Solid Waste Crew Foreman
hr	**$17.30**	**$19.34**	**$21.38**	**$23.43**	**$25.46**	**4.7%**	2012	N	Street Crew Supervisor
bi-wk	**$1,384.00**	**$1,547.20**	**$1,710.40**	**$1,874.40**	**$2,036.80**		2011	N	Stormwater Supervisor
yr	**$35,984.00**	**$40,227.20**	**$44,470.40**	**$48,734.40**	**$52,956.80**		2014	N	Traffic Signal Technician
							2018	N	Traffic Striping Spvsr (formerly Traffic Striping Technician)
							2107	N	Wastewater Maintenance Tech
15	$37,646.16	$42,180.83	$46,715.49	$51,250.16	$55,784.82	148.2%	1840	N	Detective
hr	**$18.10**	**$20.28**	**$22.46**	**$24.64**	**$26.81**	**4.6%**	1405	N	Fire Engineer
bi-wk	**$1,448.00**	**$1,622.40**	**$1,796.80**	**$1,971.20**	**$2,144.80**		2318	N	TV Truck Sewer Inspector
yr	**$37,648.00**	**$42,182.40**	**$46,716.80**	**$51,251.20**	**$55,764.80**				
16	$39,407.70	$44,244.03	$49,080.36	$53,916.69	$58,753.02	149.1%	1305	E	Accountant
hr	**$18.95**	**$21.28**	**$23.60**	**$25.93**	**$28.24**	**4.7%**	1521	E	Arborist
bi-wk	**$1,516.00**	**$1,702.40**	**$1,888.00**	**$2,074.40**	**$2,259.20**		2321	N	Backflow Inspector
yr	**$39,416.00**	**$44,262.40**	**$49,088.00**	**$53,934.40**	**$58,739.20**		1603	N	Benefits Adminstrator
							1101	E	Building Associate
							1102	N	Building Inspector
							1102	N	Building Inspector-Electrical
							1119	N	Building Insp/Electrical Insp/Plans Examiner
							1211	N	Engineering Associate
							1312	N	Financial Analyst
							1120	N	Fire Code Plans Examiner
							1418	N	Fire Inspector
							1210	N	ITS Specialist
							2017	N	Landscape Mt Spvsr
							1035	N	Paralegal
							1035P	N	Paralegal Part-time
							2402	N	Network Technician
							2410	N	Communications Technician
							1506	E	Parks Program Coord.
							1707	E	Planning Associate
							2009	N	Road Inspector
							2020	N	Stormwater Inspector
							NONE	N	Stormwater Mngmt Technician
							NONE	N	Traffic Signal Technician SR
							2206	N	Wastewater Operator SR
							2205	N	Water Operator SR

CITY OF FRANKLIN
PAY SCALE/JOB LISTING

GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min Grade/grade	CODE2	FLSA	JOB TITLE
17	$41,251.86	$46,408.47	$51,565.08	$56,721.69	$61,878.30	150.0%	2317	N	Backflow Inspector SR
hr	**$19.84**	**$22.32**	**$24.80**	**$27.28**	**$29.74**	**4.7%**	1111	N	Building Inspector SR
bi-wk	**$1,587.20**	**$1,785.60**	**$1,984.00**	**$2,182.40**	**$2,379.20**		1111E	N	Building Inspector-Electrical SR
yr	**$41,267.20**	**$46,425.60**	**$51,584.00**	**$56,742.40**	**$61,859.20**		1113	N	Building Inspector-Plans Ex SR
							1107	N	Building Inspector-Plumb/Mech SR
							NONE	N	Chief Wastewater Operator
							NONE	N	Chief Water Operator
							1823	N	Communications Spvsr
							1409	N	Fire Lieutenant
							1412	N	Fire Marshal Asst - Lieutenant
							1912	N	Fleet Maintenance Spvsr
							2404	E	GIS Specialist
							2109	N	Industrial Pretreatment Coord.
							1216	N	ITS Specialist SR
							1507	E	Parks Athletic Foreman
							1704	E	Planner (4 yr degree)
							1873	N	Police Sergeant
							NONE	N	Police Sergeant - Prof Standards
							NONE	N	Police Sergeant - Training
							1421	N	Fire & Life Safety Educator
							2013	N	Road Inspector SR
							1910	N	Solid Waste Supervisor - Disposal
							1911	N	Solid Waste Supervisor - Collections
							1713	E	Sustainability/Grants Coordinator
							2309	N	Utility Inspector (Water/Sewer Inspector)
							1114	E	Zoning Administrator
18	$43,183.74	$48,679.76	$54,175.77	$59,671.79	$65,167.80	150.9%	1302	E	Accounting Supervisor
hr	**$20.77**	**$23.41**	**$26.05**	**$28.69**	**$31.33**	**4.7%**	1032	E	Administrative Analyst
bi-wk	**$1,661.60**	**$1,872.80**	**$2,084.00**	**$2,295.20**	**$2,506.40**		1029	E	Account Mgmt Spvsr (formerly Asst Ofc Mgr-Utility Billing
yr	**$43,201.60**	**$48,692.80**	**$54,184.00**	**$59,675.20**	**$65,166.40**		1038		Customer Svc Spvsr (formerly Asst Ofc Mgr -Revenue)
							1123	E	Neighborhood Resources Supervisor
							1213	N	ITS Project Mgr
							2010	N	Traffic Maintenance Spvsr
							1214	E	ROW Agent/Project Mgr
19	$45,205.38	$51,061.71	$56,918.04	$62,774.37	$68,630.70	151.8%	1309	E	Accountant SR
hr	**$21.74**	**$24.55**	**$27.37**	**$30.18**	**$32.99**	**4.7%**	1516	E	Facilities Supt
bi-wk	**$1,739.20**	**$1,964.00**	**$2,189.60**	**$2,414.40**	**$2,639.20**		1311	E	Financial Manager
yr	**$45,219.20**	**$51,064.00**	**$56,929.60**	**$62,774.40**	**$68,619.20**		1404	N	Fire Captain
							2405	E	GIS Specialist SR/aka GIS Specialist II

CITY OF FRANKLIN
PAY SCALE/JOB LISTING

GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min Grade/grade	CODE2	FLSA	JOB TITLE
19 (cont'd)	$45,205.38	$51,061.71	$56,918.04	$62,774.37	$68,630.70	151.8%	1122	E	Housing Development Coord
hr	**$21.74**	**$24.55**	**$27.37**	**$30.18**	**$32.99**	**4.7%**	1601	E	Human Resources Analyst
bi-wk	**$1,739.20**	**$1,964.00**	**$2,189.60**	**$2,414.40**	**$2,639.20**		1709	E	Landscape Technician (no TN reg.)
yr	**$45,219.20**	**$51,064.00**	**$56,929.60**	**$62,774.40**	**$68,619.20**		1705	E	Planner SR (Master's degree)
							1872	E	Police Lieutenant
							1411	E	Training Officer - Captain
							2104	E	Wastewater Plant Supt Asst
							2201	E	Water Plant Supt Asst
20	$47,323.92	$53,561.99	$59,800.05	$66,038.12	$72,276.18	152.7%	1417	E	Administrative Svcs Officer
hr	**$22.76**	**$25.76**	**$28.76**	**$31.75**	**$34.74**	**10.0%**	2418	E	Business Services Application Manager
bi-wk	**$1,820.80**	**$2,060.80**	**$2,300.80**	**$2,540.00**	**$2,779.20**		2308	E	Distribution/Collection Supt.
yr	**$47,340.80**	**$53,580.80**	**$59,820.80**	**$66,040.00**	**$72,259.20**		1419	E	Emergency Medical Svcs Officer
							1208	E	Engineer I
							2414	E	Enterprise Application Manager
							2403	E	Network Administrator
							2417	E	Network Manager
							NONE	E	Parks Director Asst.
							2416	E	Public Safety Application Manager
							1209	E	Stormwater Mngmt Coord.
							2412	E	System Administrator
							2103	E	Wastewater Plant Supt.
							2202	E	Water Plant Supt.
							1115	E	Zoning Coordinator
21	$52,048.56	$59,027.91	$66,007.26	$72,986.61	$79,965.96	153.6%	1017	E	Asst. City Recorder-Adm.
hr	**$25.03**	**$28.38**	**$31.74**	**$35.09**	**$38.44**	**10.0%**	1012	E	Asst. City Recorder-Billing/Coll.
bi-wk	**$2,002.40**	**$2,270.40**	**$2,539.20**	**$2,807.20**	**$3,075.20**		1607	E	Benefits Manager
yr	**$52,062.40**	**$59,030.40**	**$66,019.20**	**$72,987.20**	**$79,955.20**		1026	E	Cable TV Coordinator
							2411	E	Communications Systems Manager
							1022	E	Public Outreach Specialist (formerly Community Relations
							2413	E	Database Manager
							1202	E	Engineer II
							2415	E	Financial Application Manager
							1401	N	Fire Chief Asst.
							1420	E	Fire Chief Asst. (Fire Marshal)
							1408	E	Fire Marshal
							2406	E	GIS Applications Manager
							2409	E	WEB Master
							1023	E	IT Manager

CITY OF FRANKLIN
PAY SCALE/JOB LISTING

GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min Grade/grade	CODE2	FLSA	JOB TITLE
21 (cont'd)	$52,048.56	$59,027.91	$66,007.26	$72,986.61	$79,965.96	153.6%	1710	E	Landscape Technician (TN reg.)
hr	**$25.03**	**$28.38**	**$31.74**	**$35.09**	**$38.44**		1706	E	Principal Planner (AICP Certified)
bi-wk	**$2,002.40**	**$2,270.40**	**$2,539.20**	**$2,807.20**	**$3,075.20**		1706P	E	Principal Planner (AICP Certified) Part-time
yr	**$52,062.40**	**$59,030.40**	**$66,019.20**	**$72,987.20**	**$79,955.20**		1028	E	Purchasing Manager
							1307	E	Treasurer
							2322	E	Utilities Project Mgr (reports to Eng Dir; paid from Water)
22	$57,247.50	$65,053.82	$72,860.13	$80,666.45	$88,472.76	154.5%	2408	E	Application Development Manager
hr	**$27.53**	**$31.28**	**$35.03**	**$38.79**	**$42.53**	**10.0%**	NONE	E	City Engineer
bi-wk	**$2,202.40**	**$2,502.40**	**$2,802.40**	**$3,103.20**	**$3,402.40**		1103	E	Codes Director Asst.
yr	**$57,262.40**	**$65,062.40**	**$72,862.40**	**$80,683.20**	**$88,462.40**		1041	E	Communications Manager
							1711	E	Current Planning Spvsr (formerly Design/Planning Spvsr)
							1212	E	Engineering Supervisor
							1040	E	Facilities Project Manager
							1606	E	Human Resources Director Asst.
							1714	E	Long Range Planning Supervisor
							1913	E	Solid Waste Director Asst.
							2001	E	Street Director Asst.
							1118	E	Building Official
							1036	E	Staff Attorney
23	$62,965.62	$71,694.78	$80,423.94	$89,153.10	$97,882.26	155.5%	1034	E	City Attorney Asst
hr	**$30.28**	**$34.47**	**$38.67**	**$42.87**	**$47.05**	**10.0%**	1203	E	City Engineer Assistant
bi-wk	**$2,422.40**	**$2,757.60**	**$3,093.60**	**$3,429.60**	**$3,764.00**		1313	E	Comptroller
yr	**$62,982.40**	**$71,697.60**	**$80,433.60**	**$89,169.60**	**$97,864.00**		1306	E	Finance Director Asst.
							1415	E	Fire Deputy Chief
							1010	E	Internal Auditor
							1712	E	Planning Director Asst.
							1816	E	Police Deputy Chief
							1604	E	Risk Manager
							1207	E	Traffic/Transportation Engineer
							2315	E	Water Mngmt Director Asst.
24	$69,255.96	$79,014.56	$88,773.15	$98,531.75	$108,290.34	156.4%	1106	E	Codes Director
hr	**$33.30**	**$37.99**	**$42.68**	**$47.38**	**$52.06**	**10.0%**	1025	E	Municipal Info Tech Director
bi-wk	**$2,664.00**	**$3,039.20**	**$3,414.40**	**$3,790.40**	**$4,164.80**		1504	E	Parks Director
yr	**$69,264.00**	**$79,019.20**	**$88,774.40**	**$98,550.40**	**$108,284.80**		1909	E	Solid Waste Director
							2008	E	Street Director
							1887	E	Police Assistant Chief

CITY OF FRANKLIN
PAY SCALE/JOB LISTING

GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min Grade/grade	CODE2	FLSA	JOB TITLE
25	$76,174.62	$87,081.48	$97,988.34	$108,895.20	$119,802.06	157.3%	1033	E	City Attorney
hr	**$36.63**	**$41.87**	**$47.11**	**$52.36**	**$57.59**	**10.0%**	1201	E	Director of Engineering
bi-wk	**$2,930.40**	**$3,349.60**	**$3,768.80**	**$4,188.80**	**$4,607.20**		2307	E	Director of Water Mngmt
yr	**$76,190.40**	**$87,089.60**	**$97,988.80**	**$108,908.80**	**$119,787.20**		1303	E	Finance Director
							1406	E	Fire Chief
							1602	E	Human Resources Director
							1701	E	Planning Director
							1812	E	Police Chief
26	$83,786.88	$95,974.10	$108,161.31	$120,348.53	$132,535.74	158.2%	1035	E	Asst City Administrator - Community Dev
hr	**$40.29**	**$46.15**	**$52.01**	**$57.86**	**$63.71**	**10.0%**	1037	E	Asst City Administrator - Finance/Adm
bi-wk	**$3,223.20**	**$3,692.00**	**$4,160.80**	**$4,628.80**	**$5,096.80**		1042	E	CIP Executive
yr	**$83,803.20**	**$95,992.00**	**$108,180.80**	**$120,348.80**	**$132,516.80**				
27	$92,160.06	$105,774.77	$119,389.47	$133,004.18	$146,618.88	159.1%	1006	E	Deputy City Administrator
hr	**$44.31**	**$50.86**	**$57.40**	**$63.95**	**$70.48**	**10.0%**			
bi-wk	**$3,544.80**	**$4,068.80**	**$4,592.00**	**$5,116.00**	**$5,638.40**				
yr	**$92,164.80**	**$105,788.80**	**$119,392.00**	**$133,016.00**	**$146,598.40**				
28	$101,372.70	$116,578.35	$131,784.00	$146,989.65	$162,195.30	160.0%	1007	E	City Administrator
hr	**$48.74**	**$56.05**	**$63.36**	**$70.67**	**$77.97**	**10.0%**			
bi-wk	**$3,899.20**	**$4,484.00**	**$5,068.80**	**$5,653.60**	**$6,237.60**				
yr	**$101,379.20**	**$116,584.00**	**$131,788.80**	**$146,993.60**	**$162,177.60**				

APPENDIX I - EXPENDITURE CLASSIFICATIONS

The budget is presented in a format showing expenditure classifications within the three (3) major categories: Personnel, Operations, and Capital. These classifications, shown in bold below, are the level of expenditures budgeted within each department and fund.

The classifications budgeted under Personnel are:

81100 SALARIES & WAGES

Amounts paid to both permanent and temporary City employees, including personnel substituting for those in permanent positions. This category includes gross salary for personal services rendered while on the payroll of the City.

81110 REGULAR PAY

Full-time, part-time, and prorated portions of the costs for work performed by employees of the City.

81120 OVERTIME PAY

Amounts paid to employees of the City in either temporary or permanent positions for work performed in addition to the normal work period for which the employee is compensated.

81130 COURT OVERTIME PAY

Amounts paid to police employees for time spent testifying in court.

81150 TEMPORARY WORK BY NON-CITY EMPLOYEES

Work performed by non-City employees on a temporary or substitute basis.

81160 CENSUS WORKERS

Work performed by either City or non-City employees in performing census activities.

81200 OFFICIALS FEES

Amounts paid to the Board of Mayor and Aldermen, City judge, and officials of commissions and other boards.

81210 BOARD OF MAYOR & ALDERMEN

Amounts paid to the Board of Mayor and Aldermen for Board and committee meetings.

81220 CITY JUDGE

Salary amounts paid to City judge.

81230 PLANNING COMMISSION & BOZA

Amounts paid to City's Planning Commission and Board of Zoning Appeals Members.

81250 JUDICIAL COMMISSION – WARRANTS

Amounts paid to county for warrant handling.

81400 EMPLOYEE BENEFITS

Amounts paid by the City on behalf of employees; these amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, although not paid directly to employees, are part of the cost of personal services.

81410 FICA (EMPLOYER'S SHARE)
Employer's share of social security paid by the City.

81420 MEDICAL PREMIUMS
Any insurance claims and administrative fees for medical insurance coverage offered by the City.

81430 GROUP INSURANCE PREMIUMS
Any group insurance premiums for life, disability and dental insurance coverages offered by the City.

81440 EMPLOYEE INSURANCE CONTRIBUTIONS
Employee contributions for various insurance coverages offered by the City.

81450 RETIREMENT CONTRIBUTIONS
Any contributions the employee retirement system offered by the City.

81460 UNEMPLOYMENT CLAIMS
Amounts paid by the City to provide unemployment compensation claims of former employees.

81470 WORKERS COMPENSATION
Amounts paid by the City to provide workers compensation insurance for its employees, including claims. These charges may be distributed to functions in accordance with the budget.

81480 TOOL ALLOWANCE
Non-taxable benefit paid to Fleet Maintenance employees who use personal tools in performance of their work.

81481 CLOTHING ALLOWANCE
Taxable benefit of up to $550 per fiscal year paid to police employees who wear "street clothes" in the performance of their duties.

81482 CAR ALLOWANCE
Taxable benefit of up to $2,400 per fiscal year paid to department heads who drive their own personal vehicle in the performance of their job-related duties.

81490 MOVING EXPENSES
Benefit offered to some prospective employees as part of an employment package. Depending on the expenses incurred, the benefit may be taxable or non-taxable.

The classifications budgeted under Operations are:

82100 TRANSPORTATION CHARGES
Charges for transport services needed for City operations

82110 MAILING & OUTBOUND SHIPPING SERVICES
Amounts paid for postage and related items. Includes metered postage, postage stamps, postage applied by a third-party vendor, fees for courier and metering services, and fees for outbound packages sent by shipping companies, as well as P.O. Box rentals.

82120 FREIGHT FOR INBOUND PURCHASED ITEMS
Amounts paid for the transport and/or delivery of inbound purchased goods if such service is invoiced by a vendor other than the vendor that invoiced for the purchased goods.

82130 VEHICLE LICENSES & TITLES
Amounts paid for titles and licensing of City vehicles.

82140 VEHICLE TOW-IN SERVICES
Amounts paid for necessary towing of City vehicles.

82200 OPERATING SERVICES
Services necessary for the ongoing operations of the City.

82210 PRINTING & COPYING SERVICES, OUTSOURCED
Cost of having vendors print and/or copy City documents and publications. Includes cost of paper. Ex.: Annual reports, budgets, letterhead, business cards, forms, etc. Does NOT include expenses related to operating in-house printers and/or copiers (use 82620 for service and maintenance of such equipment, and 83110 for supplies like paper and toner for such equipment).

82230 ARCHIVING / RECORDS MANAGEMENT SERVICES
Amounts paid for archiving and records management.

82240 TRANSCRIPTION FEES
Amounts paid to for legal transcription, including preparing legal documents from written or dictated information.

82245 FINGERPRINTING FEES
Cost incurred by the police department in providing fingerprinting services.

82250 TESTING & PHYSICALS
Cost incurred for any type of testing or physical (employment physicals, drug testing, promotional testing, etc.).

82255 INVESTIGATIVE POLYGRAPHS
Costs incurred by police department for investigative polygraphs.

82260 UNIFORM RENTAL & SERVICES
Costs incurred for uniform rental and/or uniform-related services rendered, including garment cleaning and repairs. (Does NOT include costs incurred for uniforms purchased by a department, such as garments, work shoes and/or boots, and other uniform-related items; see 83260.)

82270 LANDFILL & BIOSOLIDS MANAGEMENT SERVICES
Cost incurred for disposal of solid waste and biosolids at landfill sites.

82280 LAB FEES
Costs incurred for lab testing.

82299 OTHER OPERATING SERVICES
Costs of all other operating services not listed above.

82300 NOTICES, SUBSCRIPTIONS, PUBLICITY
Costs incurred by City for public notices, dues and subscriptions, promotion, elections, and surveys.

82310 LEGAL NOTICES
Cost of publishing legal notices in newspapers. Ex.: employment, bids, etc.

82320 CITY ELECTIONS
Costs associated with the holding of City elections.

82330 CITIZENS ACADEMIES
Costs associated with conducting citizens academies.

82340 LEADERSHIP RETREATS

Costs associated with retreats held for elected officials or administrative leaders.

82350 DUES FOR MEMBERSHIPS

Cost of work-related membership dues, both organizational and individual, in professional / trade associations and/or civic groups.

82355 PROFESSIONAL STANDARDS / ACCREDITATION

Cost of departments maintaining professional standards and accreditation.

82360 PUBLIC RELATIONS & EDUCATION (CITY SPONSORED)

Costs related to City-sponsored public relations and citizen education. Includes the cost of announcements in professional publications, newspapers or broadcasts over radio and television.

82370 PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSORED)

Expenditures for participating in various promotions and special events, usually sponsored by organizations other than the City.

82371 EMERGENCY RELIEF

Expenditures for supporting relief efforts for disasters and/or emergencies.

82372 UNITED WAY CAMPAIGN

Expenditures (using registration fees, sponsorship donations and other sources of funds deposited to this account) related to the City's annual United Way campaign. Does not include expenditures for items donated by the City for the campaign.

82380 HOUSEHOLD & BUSINESS SURVEYS

Costs related to surveys of Franklin citizens and businesses.

82385 SPECIAL CENSUS

Costs related to performing special counts of the City population.

82390 PUBLICATIONS, NON-TRAINING

Includes subscriptions to published periodicals, both printed and electronic, as well as other printed material such as pamphlets, books, audios and videos. Does NOT include multiple copies of pamphlets, books, audios and videos used for training purposes (see 83210). Use Computer Services (82510) for computer software subscriptions.

82400 UTILITIES

Expenditures for energy, including gas, oil, coal, gasoline, and services received from public or private utility companies.

82410 ELECTRIC SERVICE

Expenditures for electric utility services.

82415 ELECTRIC SERVICE – STREETLIGHTS

Costs for electric service for streetlights within the City.

82420 WATER & WASTEWATER SERVICE

Costs for water & wastewater service. (Currently, this is not billed to departments).

82430 STORMWATER SERVICE

Costs incurred by departments for stormwater drainage provided by the City.

82440 NATURAL GAS SERVICE

Expenditures for gas utility services.

82450 TELEPHONE SERVICE

Cost for regular local and long distance service.

82451 800 MHZ ACCESS LINE SERVICE

Cost for 800 MHZ (radio usage) telephone service. As of 1/9/2007, this cost is allocated as follows: Police (50.3%), Parks (2.2%), Risk Management (0.2%), Codes (3.1%), Fire (16.8%), Water Billing (0.9%), Water / Wastewater (9.2%), Streets (6.3%), Solid Waste (9.9%), Engineering (0.7%), and Administration (0.4%).

82455 CELLULAR TELEPHONE SERVICE

Cost for employees' cellular telephone service.

82460 PAGER SERVICE

Cost for employees' pager service.

82470 INTERNET AND RELATED SERVICES

Cost for internet and related services.

82480 9-1-1 CHARGES

Cost incurred connected to 9-1-1 service.

82481 CDPD CHARGES

Cost incurred for CDPD (Cellular Digital Packet Data) charges.

82482 DOPPLER RADAR CHARGES

Service cost incurred for access to Doppler radar.

82483 CONNECTION CHARGES

Charges for service connections not covered elsewhere. Includes Fire-Training Satellite.

82500 CONTRACTUAL SERVICES

Amounts paid for services rendered by organizations or personnel not on the payroll of the City. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided.

82510 COMPUTER SERVICES

Cost of computer service and periodic software maintenance, license and subscription fees. Compare with computer software (83550 & 89550).

82520 LEGAL SERVICES

Cost of legal services provided by City attorney(s) and other attorneys.

82530 AUDIT SERVICES

Cost of auditing services (financial and performance).

82540 ENGINEERING SERVICES

Cost of engineering services in anticipation of a project.

82550 AERIAL PHOTOGRAPHY / MAPPING SERVICES

Cost of aerial photography for GIS and other mapping of the City (such as for tree inventories).

82560 CONSULTANT SERVICES

Other professional, technical, or administrative services not covered elsewhere.

82599 OTHER CONTRACTUAL SERVICES

Services purchased to operate, repair, maintain and rent property owned or used by the City. These services are performed by persons other than City employees. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided.

82600 **REPAIR & MAINTENANCE SERVICES**

Expenditures for repair and Maintenance services not provided directly by City personnel.

82610 VEHICLE REPAIR & MAINTENANCE SERVICES

Maintenance services of City vehicles by non-City employees.

82620 EQUIPMENT REPAIR & MAINTENANCE SERVICES

Maintenance services of equipment by non-City employees. Includes maintenance agreements for in-house printers and copiers.

82630 WATER HYDRANT MAINTENANCE SERVICES

Maintenance services of City water hydrants (a.k.a., fire hydrants).

82640 PAVING & REPAIR SERVICES

Maintenance services of City owned streets. Costs over $25,000 are considered capital.

82641 TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICES

Maintenance services of City traffic signals.

82642 STREETLIGHT REPAIR & MAINTENANCE SERVICES

Maintenance services of streetlights in City.

82643 SIGN MAINTENANCE SERVICES

Maintenance services of City signs.

82644 TRAFFIC CALMING SERVICES

Maintenance services to provide traffic calming, such as speed humps**.**

82645 STORMWATER MAINTENANCE SERVICES

Maintenance services to stormwater drainage system.

82650 PARK & FIELD MAINTENANCE SERVICES

Maintenance services to maintain City parks and sports fields.

82651 PARK & FIELD ELECTRICAL MAINTENANCE SERVICES

Maintenance services for electrical devices at City parks and sports fields.

82652 LANDSCAPING SERVICES

Maintenance services for landscaping City owned property or easements.

82653 IRRIGATION SERVICES

Maintenance services for providing irrigation to City owned property or easements.

82654 GROUNDS MAINTENANCE SERVICES

Maintenance services to maintain areas around City owned property or easements.

82660 BUILDING REPAIR & MAINTENANCE SERVICES

Services purchased to clean, repair or maintain buildings (apart from services provided by City employees). Includes security system monitoring, repairs performed by contractors to HVAC, electrical and plumbing systems, etc.

82683 WATER TANK MAINTENANCE SERVICES

Maintenance services for water tanks.

82684 PUMP STATION REPAIR SERVICES

Maintenance services for pump stations.

82699 OTHER REPAIR & MAINTENANCE SERVICES

Any other repair and maintenance service not covered elsewhere.

82700 **EMPLOYEE PROGRAMS**

Primarily administered by Human Resources, these are programs established for employee development.

82710 RETIREMENT SERVICES
Services provided to aid employees in retirement planning.

82720 TUITION ASSISTANCE PROGRAM
Amounts reimbursed by the City to any employee qualifying for tuition reimbursement, based upon City policy.

82730 EMPLOYEE ASSISTANCE PROGRAM
Services provided to provide needed assistance to individual employees.

82740 EMPLOYEE WELLNESS PROGRAM
Services provided to provide wellness education and steps to employees.

82750 EMPLOYEE RECOGNITION / RECEPTIONS
Recognition and receptions provided to employees to reward job performance.

82780 TRAINING, OUTSIDE
Required training provided to employees outside of City premises.

82790 TRAINING, IN-HOUSE
Required training provided to employees on City premises. Includes cost of instructor(s) travel to conduct training on site.

82800 PROFESSIONAL DEVELOPMENT / TRAVEL
Expenditures for transportation, meals, hotel, and other expenses associated with staff travel for the City. Payments for per diem in lieu of reimbursements for subsistence (room and board) also are charged here.

82810 REGISTRATIONS
Costs for registrations to conferences, seminars, etc.

82820 GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)
Expenses related to ground transportation for travel outside of Williamson County. Includes costs incurred for using personal vehicle (on a per mile basis), cabs, shuttles, buses, trains, or car rentals. Also includes parking, toll way tolls, fuel for City vehicles used for out-of-county travel, and fuel for rental vehicles used for out-of-county travel. (Fuel for personal vehicle should be purchased by employee; City should then reimburse employee for use of personal vehicle including fuel at the City's then-current mileage rate.)

82830 AIR TRAVEL
Costs of travel by airplane, including skycap tips.

82840 LODGING
Costs of lodging, including hotel bellhop tips, during travel.

82850 MEALS (OUTSIDE WILLIAMSON COUNTY)
Cost of meals, including server tips, incurred outside Williamson County. For meals within Williamson County, see 83140.

82890 OTHER TRAVEL EXPENSES
Other travel expenses such as telephone, internet access.

82899 TRAVEL OFFSET
Amounts provided to City for staff's participation in professional development. (Ex.: presenter at a conference or seminar.)

83100 OFFICE SUPPLIES
Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.

83110 OFFICE SUPPLIES

Cost of supplies and various other items necessary for the proper operation of an office. Includes: copy / printer paper and toner, writing instruments, legal pads, envelopes, and desk and filing supplies. Does NOT include: printed material (82210), office décor items (83120), furniture (83510 & 89510), equipment (83530 & 89530), computer hardware (83540 & 89540) and computer software (83550 & 89550).

83120 OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)

Items purchased to enhance the appearance of work space or offices. Ex.: paintings for wall.

83130 EMPLOYEE BENEVOLENCE ITEMS

Items purchased as kindly, good-will and non-compensatory gestures to employees. Ex.: flowers for death within family.

83140 MEALS & FOOD (INSIDE WILLIAMSON COUNTY)

Includes the cost of all items of food incurred within Williamson County. Ex.: beverages and related supplies, meeting refreshments, staff luncheons, business meals, meals associated with local training and/or professional development, etc. For meals outside Williamson County, see 82850. For employee recognition and receptions, see 82750.

83200 OPERATING SUPPLIES

Amounts paid for items that are consumed or deteriorated through use or that lose their identity through fabrication or incorporation into different or more complex units or substances.

83210 TRAINING SUPPLIES

Includes the cost of supplies ordinarily used for classrooms or general education purposes.

83220 CHEMICALS & LAB SUPPLIES

Costs for chemicals as well as items needed for lab testing.

83221 ODOR CONTROL CHEMICALS

Costs for items needed for odor control. Ex.: Water Reclamation Facility; pump stations.

83240 MEDICAL SUPPLIES

Medical, dental, laboratory and scientific - Includes the cost of all items such as bandages, gauze, corks, braces, general dental and optical supplies, glass tubes, cylinders, instruments.

83250 SAFETY SUPPLIES

Cost incurred to enhance safety in the workplace.

83260 UNIFORMS PURCHASED

Costs incurred for uniforms purchased by a department. Includes garments, work shoes and/or boots, and other uniform-related items. (Does not include costs incurred for uniform rental and/or uniform-related services rendered, including garment cleaning and repairs; see 82260.)

83265 UNIFORMS, SPECIALIZED

Cost of specialized uniforms purchased by a department. Ex.: Body armor in police department.

83270 CONSUMABLE TOOLS
Tools used within a department that are not tracked as inventory.

83280 FIREARMS & RELATED SUPPLIES
Includes cost of all firearms and related supplies with unit costs under $25,000.

83281 AMMUNITION
Cost of ammunition used by the police department.

83282 EVIDENCE SUPPLIES
Cost of supplies used in police department evidence room. All used for any other costs incurred in obtaining evidence.

83290 SOLID WASTE CONTAINERS
Cost of residential containers distributed by the Solid Waste department.

83299 OTHER OPERATING SUPPLIES
Includes the cost of those items necessary for operation of an agency which are not covered in another category. Examples are dishes, silverware, paper cups, household articles, hand tools, mattresses, etc., for an institution; supplies for the print shop; recreational equipment for an institution; barber and beauty supplies, supplies for making employee identification (ID) badges, etc.

83300 FUEL & MILEAGE (NON-TRAVEL)
Costs of operating vehicles on duty.

83310 GASOLINE & DIESEL FUEL FOR FLEET (INSIDE WILLIAMSON COUNTY)
Cost of fleet fuel used for department operations other than travel.

83320 MILEAGE (INSIDE WILLIAMSON COUNTY)
Standard mileage rate paid to employees for work-related use of their personal vehicle within Williamson County.

83400 SUPPLIES PURCHASED FOR RESALE
Supplies purchased for use in providing City services.

83410 WATER PURCHASED
Water purchased from Harpeth Valley Utility in providing City water service.

83430 RAIN BARRELS PURCHASED
Rain barrels purchased for resale as part of City's stormwater management program.

83500 EQUIPMENT (<$25,000)
Equipment used with an item cost under $25,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.

83510 FURNITURE, FIXTURES (<$25,000)
Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost less than $25,000. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.

83520 VEHICLES (<$25,000)
All vehicles with unit costs of less than $25,000. Ex.: trailers, motorcycles. Expenditures for on-road rolling stock with a unit cost less than $25,000 each, used to transport persons or objects. May include expenditures for permanent improvements to new vehicles that fit this definition prior to placing the vehicle in

service for the first time, regardless of cost (e.g., permanent attachments, etc.). Does NOT include off-road rolling stock to which the City does NOT affix a license plate.

83530 MACHINERY & EQUIPMENT (<$25,000)

Expenditures for machinery and equipment with a unit cost less than $25,000 each, usually composed of a complex combination of parts. Examples include copiers, electronics, power tools, self-contained breathing apparatus, off-road rolling stock to which the City does NOT affix a license plate, traffic controllers and monitors, and radio equipment. Does NOT include computer hardware and vehicles to which the City affixes a license plate.

83540 COMPUTER HARDWARE (<$25,000)

All computer hardware with a unit cost of less than $25,000.

83550 COMPUTER SOFTWARE (<$25,000)

Non-recurring cost of computer software purchased for less than $25,000. Compare with computer services (82510) and computer software >$25,000 (89550).

83600 REPAIR & MAINTENANCE PARTS & SUPPLIES

Expenditures for supplies for repair and maintenance services provided directly by City personnel.

83610 VEHICLE PARTS & SUPPLIES

Parts and supplies for vehicle repairs performed directly by City employees.

83620 EQUIPMENT PARTS & SUPPLIES

Parts and supplies for equipment repairs performed directly by City employees.

83630 WATER HYDRANT SUPPLIES

Supplies for City water hydrants (a.k.a., fire hydrants).

83640 PAVING & REPAIR SUPPLIES

Supplies for City owned streets. Costs over $25,000 are considered capital.

83641 TRAFFIC SIGNAL PARTS & SUPPLIES

Parts and supplies for City traffic signals.

83642 STREETLIGHT PARTS & SUPPLIES

Parts and supplies for City streetlights.

83643 SIGN SUPPLIES

Supplies for City signs.

83644 TRAFFIC CALMING SUPPLIES

Supplies for traffic calming, such as speed humps.

83645 STORMWATER MAINTENANCE SUPPLIES

Supplies for stormwater drainage system. Costs over $25,000 are considered capital.

83650 PARK & FIELD MAINTENANCE SUPPLIES

Supplies for City parks and sports fields.

83651 PARK & FIELD ELECTRICAL SUPPLIES

Supplies for electrical devices at City parks and sports fields.

83652 LANDSCAPING SUPPLIES

Supplies for landscaping City owned property or easements.

83653 IRRIGATION SUPPLIES

Supplies for irrigation of City owned property or easements.

83654 GROUNDS MAINTENANCE SUPPLIES

Grounds maintenance supplies for areas around City owned property or easements.

83660 BUILDING MAINTENANCE SUPPLIES
Building maintenance supplies to clean or maintain buildings (apart from services). Includes cleaning supplies, kitchen and bathroom supplies, and supplies for remodeling and redecorating. Example: paint and painting supplies. See also 89230 ("Building Improvements.")

83680 METER REPAIR AND REPLACEMENT SUPPLIES
Repair and replacement of water meters and related supplies.

83682 UTILITY LINES REPAIR SUPPLIES
Repair supplies for City utility lines used for water distribution, wastewater collection and reclaimed water distribution.

83683 WATER TANK MAINTENANCE SUPPLIES
Maintenance supplies for water tanks.

83684 PUMP STATION REPAIR SUPPLIES
Supplies needed for pump stations.

83685 OTHER INVENTORY SUPPLIES
Supplies needed from department inventories not listed elsewhere.

83699 OTHER REPAIR AND MAINTENANCE PARTS & SUPPLIES
Any other repair and maintenance parts and supplies not covered elsewhere**.**

84000 OPERATIONAL UNITS
Costs incurred by departments for specific operational units or activities.

84110 K-9 OPERATIONS
Operating costs incurred for care of canines.

84111 CID OPERATIONS
Operating costs incurred by Police Department Detective unit.

84112 CID VICE OPERATIONS
Operating costs incurred by Police Department Detective Vice unit.

84113 SRT OPERATIONS
Operating costs incurred by Police Department Special Response unit.

84114 DARE OPERATIONS
Operating costs incurred by Police Department DARE unit.

84115 EVIDENCE PURCHASED
Operating costs incurred by Police Department for evidence purchased.

84116 INFORMANTS
Operating costs incurred by Police Department for informants.

84117 INCIDENT COMMAND UNIT
Operating costs incurred for Police Department incident command unit.

84118 SEX OFFENDER REGISTRY COSTS
Operating costs incurred by Police Department for sex offender registry.

84119 LICENSE SEIZURE COSTS
Operating costs incurred by Police Department for license seizures.

84121 CENTURY COURT FIRING RANGE OPERATIONS
Operating costs incurred by Police Department for firing range.

84122 CIRT OPERATIONS
Operating costs incurred by Police Department for its Critical Incident Response Team.

84123 DIVE TEAM OPERATIONS
Operating costs incurred by Police Department for its dive team.

84210 CENTURY COURT TRAINING CENTER OPERATIONS
Operating costs incurred by Fire Department for training center.

84310 TRAFFIC OPERATIONS CENTER
Operating costs incurred by Engineering for Traffic Operations Center.

84510 REGION RETENTION / DETENTION PROGRAM
Operating costs incurred in Stormwater for Retention / Detention Program.

84610 CITY SPONSORED TRAINING PROGRAM
Operating costs incurred for City sponsored training, example: Planning.

84615 REGIONAL FIRE TRAINING
Operating costs incurred for Regional Fire Training.

84620 TREE BANK PROGRAM
For any Tree Bank expenditure, the department should use 110-84620-45900.

84910 COOL SPRINGS CONFERENCE CENTER OPERATIONS
Operating costs (profit / loss) by conference center.

84920 2ND AVENUE PARKING GARAGE OPERATIONS
Operating costs incurred for 2nd Avenue Garage operations.

84930 4TH AVENUE PARKING GARAGE OPERATIONS
Operating costs incurred for 4th Avenue Garage operations.

84940 TRANSIT OPERATIONS
Operating costs incurred for transit operations.

84950 GRANT PROGRAM – BIG READ
Expenses incurred for the City's participation in the Big Read program.

85100 PROPERTY & LIABILITY COSTS
Property and liability costs.

85110 PROPERTY & LIABILITY INSURANCE
Cost of property and liability insurance premiums.

85120 PROPERTY DAMAGE COSTS
Cost for property damage for which City is responsible, less reimbursements and proceeds from insurance settlement, if any.

85130 LEGAL SETTLEMENTS
Cost for legal settlements for which City is responsible.

85140 SURETY / NOTARY BONDS
Cost for providing surety / notary bonds for personnel handling funds.

85150 WARRANTIES PURCHASED
Cost of warranties purchased in lieu of insurance.

85190 DEPRECIATION
Non-cash expenditure pertaining to the decline of asset values over time.

85200 RENTALS
Costs for renting or leasing land, buildings, equipment, and vehicles.

85210 BUILDING & OFFICE RENTAL
Expenditures for leasing or renting land and buildings for both temporary and long-range use by the City.

85220 PROPERTY TAX – RENTAL PROPERTY
Property taxes paid by the City due to rental of property to taxable organizations.

85230 LAND USE RENTAL
Rental cost of land. Ex.: parking lot, impound lot, etc.

85240 EQUIPMENT RENTAL & LEASES
Expenditures for leasing or renting equipment or vehicles for both temporary and long-range use by the City. These expenditures include bus and other vehicle rental when operated by a local capital lease arrangements and other rental agreements.

85250 STORAGE RENTAL
Rental cost for storage of City equipment, etc. at a non-City owned facility.

85260 VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY)
Rental cost of vehicle(s) to transport persons for City business within Williamson County.

85300 PERMITS & FEES
Costs incurred by City for necessary permits and fees.

85310 PERMITS
Costs related to permits for the City or its employees.

85320 STATE FEES
Fees paid to the State of Tennessee. Includes cost of certifying, licensing and credentialing City personnel, cost of obtaining elevator permits, and cost of renewals thereof.

85325 FEDERAL FEES
Fees paid to the federal government. Includes cost of fees paid to the U.S. Court System.

85330 UTILITY DISTRICT FEES
Costs related specifically to utility district fees.

85340 RECORDING & FILING FEES
Costs related specifically to property acquisition recording fees (Sadie Wade, Register of Deeds) and filing fees (Williamson County Circuit Court).

85500 FINANCIAL FEES
Costs incurred related to financial operations.

85510 BANKING FEES
Costs incurred by City for banking fees.

85520 INVESTMENT FEES
Costs incurred by City for investments.

85530 E-COMMERCE FEES
Costs incurred by City for e-commerce, including credit card processing.

85540 BILLING SERVICES
Costs incurred by City for billing services.

85550 CASH SHORT / OVER
Non-material, unintentional differences in daily cash deposits.

85560 PRIOR YEAR TAX WRITE-OFFS
Amount of prior year taxes written off by the City as non-collectible.

85570 BAD DEBT EXPENSE (NET OF RECOVERIES)
Amount of bad debts, net of recoveries, written off by the City as non-collectible.

85575 LEAK ADJUSTMENTS
Adjustments to customer accounts due to leaks.
85580 LATE CHARGES
Costs incurred for late payments.
85590 BOND COMPLIANCE
Costs incurred for compliance with bond requirements.

85900 OTHER BUSINESS EXPENSES
Business-related expenditures not classified elsewhere.
85990 MISCELLANEOUS
Non-recurring expenditures not classified elsewhere.

86000 DEBT SERVICE
Costs incurred by City for outstanding debt.
86100 PRINCIPAL
Amounts owed by City for debt principal.
86200 INTEREST
Amounts owed by City for debt interest.
86300 PAYING AGENT & OTHER DEBT FEES
Amounts owed by City to its paying agents and other debt fees.
86400 BOND SALE EXPENSES
Amounts incurred upon issuance of bonds.
86500 AMORTIZATION OF BOND PREMIUM
Reduction of bond premium over the life of a bond issue.

87000 APPROPRIATIONS
87110 CONTRACTED SERVICES
Appropriation to organizations for contracted services.
87120 APPROPRIATIONS TO GOVERNMENTS
Appropriations to other governments for services.
87130 APPROPRIATIONS TO CIVIC ORGANIZATIONS
Appropriations to civic organizations providing social services.

88000 TRANSFERS TO OTHER FUNDS
Interfund transfers are financial outflows to other funds of the City that are not classified as interfund services provided and used, reimbursements, or loans.
88020 TRANSFER TO STREET AID & TRANSPORTATION FUND
88030 TRANSFER TO SOLID WASTE FUND
88040 TRANSFER TO ROAD IMPACT FUND
88050 TRANSFER TO FACILITIES TAX FUND
88060 TRANSFER TO STORMWATER MANAGEMENT FUND
88070 TRANSFER TO DRUG FUND
88080 TRANSFER TO HOTEL/MOTEL TAX FUND
88090 TRANSFER TO TRANSIT FUND
88100 TRANSFER TO CAPITAL PROJECTS FUND
88150 TRANSFER TO WATER OPERATING FUND

88160 TRANSFER TO WATER ACCESS FUND
88170 TRANSFER TO WATER TAPS FUND
88172 TRANSFER TO WATER BONDS FUND
88174 TRANSFER TO WATER ASSESSMENT FUND
88180 TRANSFER TO WASTEWATER OPERATING FUND
88190 TRANSFER TO WASTEWATER ACCESS FUND
88200 TRANSFER TO WASTEWATER TAPS FUND
88210 TRANSFER TO WASTEWATER BONDS FUND
88212 TRANSFER TO WASTEWATER ASSESSMENTS FUND
88220 TRANSFER TO RECLAIMED OPERATING FUND
88230 TRANSFER TO RECLAIMED ACCESS FUND
88240 TRANSFER TO RECLAIMED TAPS FUND
88242 TRANSFER TO RECLAIMED BONDS FUND
88244 TRANSFER TO RECLAIMED ASSESSMENTS FUND

The expenditure classifications budgeted under Capital are:

89100 LAND

89110 LAND ACQUIRED
Expenditures for the purchase of land, including right-of-way.

89120 EASEMENTS ACQUIRED
Expenditures for the purchase of easements.

89200 BUILDINGS

89210 BUILDINGS ACQUIRED
Expenditures for acquiring existing buildings. These expenditures include the principal amount of capital lease payments resulting in the acquisition of buildings, except payments to building authorities or similar agencies.

89220 BUILDING DESIGN & CONSTRUCTION
Expenditures for design and construction of new buildings.

89230 BUILDING IMPROVEMENTS
Expenditures for improvements made to existing buildings. In this instance, "improvements" means any expenditure greater than $25,000 that adds new capacity to an existing building or extends the estimated useful life of an existing building. Examples**: an addition, a new roof or a new HVAC system.**

89300 IMPROVEMENTS
Expenditures for acquiring improvements not associated with buildings.

89310 PARKS & RECREATION FACILITIES
Cost of acquisition and improvements to City parks.

89320 DISTRIBUTION SYSTEMS
Cost of acquisition and improvements to City's water, wastewater, and reclaimed distribution systems**.**

89400 **INFRASTRUCTURE**

89410 DRAINAGE
Cost of improving drainage.

89420 STREETS
Cost of adding or improving streets.

89430 CURB & GUTTER REPLACEMENT
Cost of adding, improving, and replacing curb and gutter.

89440 GATEWAY ENHANCEMENT & STREETSCAPE
Cost designated for adding or improving gateway enhancement and streetscape.

89450 BRIDGES & TUNNELS
Cost of adding or improving bridges and tunnels.

89460 SIDEWALKS
Cost of adding or improving sidewalks.

89470 TRAFFIC SIGNALS
Cost of acquiring and installing traffic signals.

89480 STREETLIGHTS
Cost of installing or improving streetlights.

89500 **EQUIPMENT (>$25,000)**
Expenditures for the initial, additional and replacement items of equipment such as machinery, furniture and fixtures, and vehicles.

89510 FURNITURE, FIXTURES (>$25,000)
Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost more than $25,000. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.

89520 VEHICLES (>$25,000)
Expenditures for on-road rolling stock with a unit cost in excess of $25,000 each, used to transport persons or objects. May include expenditures for permanent improvements to new vehicles prior to placing the vehicle in service for the first time, regardless of cost (e.g., permanent attachments, pickup truck bed covers and bed liners, patrol car light bars, window tinting, etc.). Examples of vehicles include automobiles and on-road trucks to which the City affixes a license plate. Does NOT include off-road rolling stock to which the City does NOT affix a license plate.

89530 MACHINERY & EQUIPMENT (>$25,000)
Expenditures for machinery and equipment with a unit cost in excess of $25,000 each, usually composed of a complex combination of parts. Examples include copiers, electronics, power tools, self-contained breathing apparatus, off-road rolling stock to which the City does NOT affix a license plate, traffic controllers and monitors, and radio equipment. Does NOT include computer hardware and vehicles to which the City affixes a license plate.

89540 COMPUTER HARDWARE (>$25,000)
Computer hardware with a unit cost over $25,000.

89550 COMPUTER SOFTWARE (>$25,000)
Non-recurring cost of computer software with a unit cost over $25,000. Compare with computer services (82510) and computer software <$25,000 (83550).

APPENDIX J - GLOSSARY OF TERMS

APPRAISED VALUE: The estimate of fair market value assigned to property by the Williamson County Tax Assessor.

APPROPRIATION: An authorization granted by the Board of Mayor and Aldermen to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

APPROVED BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the Board of Mayor and Aldermen.

ASSESSED VALUE: A value established for real and personal property for use as a basis for levying property taxes.

BALANCED BUDGET: Occurs when planned expenditures equal anticipated revenues. In Tennessee, it is a requirement that the budget approved by the Board of Mayor and Aldermen be balanced.

BOND: A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specified rate. The payment on bonds is identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

BOND PROCEEDS: Resources derived from issuance of bonds for specific purposes.

BOND RATING: A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. The City of Franklin has an Aaa rating from Moody's and Standard & Poor's.

BUDGET: A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services. The City's budget is adopted annually.

BUDGET AMENDMENT: A formal change of budgeted appropriations requiring 3 readings by the Board of Mayor and Aldermen.

BUDGET CALENDAR: The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT: The official written statement prepared by the City staff reflecting the decisions made by the Board in their budget deliberations

BUDGET MESSAGE: A general discussion of the budget which provides the Board of Mayor and Aldermen and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Administrator.

BUDGET ORDINANCE: The schedule of revenues and expenditures for the upcoming fiscal year by fund which is

adopted by the Board of Mayor and Aldermen each year.

CAPITAL INVESTMENT FUND: Used to account for acquisition and/or construction of major capital projects, including buildings, parks, streets, bridges and other City facilities, infrastructure, and equipment. The primary revenue sources in this fund are bond proceeds, grant receipts, and developer contributions. Although included in the City's annual financial report, this fund is not budgeted.

CAPITAL IMPROVEMENTS PLAN (CIP): Issued separately but in coordination with the budget document, the CIP is the plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five-year period. Generally, projects over $25,000 are included in the CIP.

CAPITAL: Category of expenditures for capital acquisitions that include:

(a) land or easements,
(b) buildings acquired, constructed, or improved,
(c) parks and recreation facilities,
(d) infrastructure such as drainage, streets, curb and gutter, gateway enhancement and streetscape, bridges and tunnels, sidewalks, traffic signals, and streetlights, and
(e) capital equipment over $25,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software.

CITY CHARTER: The private act of the Tennessee General Assembly of 1903 which grants unto a body politic to be the City of Franklin.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND: Used to account for receipts from CDBG grants and usage of these monies to further community development.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Issued at the end of a fiscal year, it includes comparisons to the budgeted amounts in the general and special revenue funds to ensure compliance with the legally adopted budget. The CAFR is prepared in accordance with GAAP (Generally Accepted Accounting Principles), the accounting principles that are commonly used in preparing financial statements and generally accepted by the readers of those statements. The authoritative source of GAAP for state and local governments is the Governmental Accounting Standards Board (GASB).

DEBT SERVICE: Payment of long term debt principal, interest, and related costs.

DEBT SERVICE FUND: Used to account for resources set aside to fund debt service and the actual principal and interest payments made.

DEPARTMENT: A major administrative or operational division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may include activities or divisions which are accounted for in different funds, the Streets Department for example.

DRUG FUND: Used to account for drug related fines and confiscations received and usage of these monies to further drug investigations.

EXPENDITURE: The outlay of or obligation to pay cash; a decrease in net financial resources.

FACILITIES TAX FUND: A special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended only upon police, fire, solid waste, and parks and recreation.

FISCAL YEAR: The time period beginning on July 1st of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

FULL-TIME EQUIVALENT POSITION (F.T.E.): A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a seasonal employee working for four months, or 690 hours, would be equivalent to .3 of a full-time position.

FUND: A fund is a fiscal and accounting entity with a self balancing set of accounts. It is also the legal level of budgetary control for the City.

FUND BALANCE: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made.

GENERAL FUND: The general operating fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks.

GENERAL OBLIGATION BONDS: Debt issued by the City, repayment of which is backed by full taxing power.

HOTEL/MOTEL TAX FUND: A special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds are used for tourism.

INTENT TO AMEND: Similar to a budget amendment, this is used to indicate approval of a budget change on 1 reading. Although it does not formally amend the budget, it allows an approved action that was not originally budgeted to proceed. (The intent to amend will be included with the next budget amendments presented to the Board for 3 readings).

LOCAL SALES TAX: This is the City's most significant revenue source. The local sales tax rate is 2.25%. The City receives half of the tax amount, less a 1% administrative fee retained by the County, for sales that occur inside the City. Local sales tax applies only to the first $1,600 of a single article purchase of tangible personal property.

MODIFIED ACCRUAL: The basis of accounting where expenditures are recognized when incurred and payment is due and revenues are recognized when they are measurable and available (generally collected within 60 days).

MUNICIPAL CODE: A compilation of ordinances as adopted and approved by the Board of Mayor and Aldermen.

OPERATIONS: Category of expenditures for ongoing operations that includes:

(a) mailing and shipping,
(b) operating services such as printing and testing and physicals,
(c) notices and subscriptions such as legal notices, citizens academies, dues for memberships, and publications,
(d) utilities,
(e) contractual services including consultants,
(f) repair and maintenance services and supplies,
(g) employee programs, including training and professional development
(h) fuel,
(i) supplies purchased for resale,
(j) equipment under $25,000 (which are not depreciated over time as capital assets in the City's annual financial report),
(k) costs grouped within operations units such as K-9 operations,
(l) property and liability costs,
(m) rental costs,
(n) permits and fees such as those paid to the State,
(o) financial fees such as banking or investment fees,
(p) debt service,
(q) appropriations to government and non-profit organizations, and
(r) interfund transfers.

PERFORMANCE MEASUREMENTS: Any systematic attempt to learn how responsive a government's services are to the needs of constituents through the use of standards, workload indicators, etc.

PERSONNEL: Category of expenditures that includes:

(a) employee salaries and wages,
(b) officials fees to the Mayor and Aldermen, the City judge, and the Planning Commission, and
(c) employee benefits.

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities. This rate is currently $0.3765 per $100 of assessed valuation.

PROPERTY TAX RATE ORDINANCE: The rate at which real and personal property in the City is taxed which is adopted by the Board of Mayor and Aldermen each year.

PROPRIETARY FUND: The Water and Wastewater fund is the only proprietary fund (where user charges and fees typically cover the cost of the services provided) within the City. Its financial plan is included in a separate budget document.

PROPOSED BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as proposed by the City Administrator to the Board of Mayor and Aldermen for approval.

REVENUE: Income received from various sources used to finance government services. For example, local sales tax revenue.

REVENUE BONDS: Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

ROAD IMPACT FUND: A special revenue fund used to account for proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to assess and collect fees on new development thereby requiring the developer to pay for the costs of new road improvements.

SOLID WASTE FUND: A special revenue fund used to account for the City's solid waste collection, fleet maintenance, and disposal operations. Its primary sources of revenue are user charges and an operating subsidy from the general fund.

SPECIAL REVENUE FUND: Special revenue funds are used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources are to be used to finance a particular activity. The City has nine (9) special revenue funds: Street Aid & Transportation, Solid Waste, Road Impact, Facilities Tax, Stormwater, Drug, Hotel/Motel, Transit System, and Community Development Block Grant (CDBG) funds.

STORMWATER FUND: A special revenue fund used to account for the City's stormwater drainage operations. Revenues are primarily from charges to residential and commercial customers based on paved areas.

STREET AID & TRANSPORTATION FUND: A special revenue fund used to account for the receipt and usage of the City's share of State gasoline taxes. State law requires these gasoline taxes to be used to maintain streets.

TAX BASE: The total assessed value of real property within the City.

TAX LEVY: The total amount to be raised by general property taxes for purposes specified in the Property Tax Ordinance.

TRANSFER: An appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

TRANSIT SYSTEM FUND: A special revenue fund used to account for the City's transit operations. It primary sources of revenue are an operating subsidy from the general fund and transit fares. The City has created the Franklin Transit Authority to oversee transit operations. Daily operations of the transit system are managed by a contractor.

USER CHARGES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.