

Christopher Poole Photography

City of Franklin, Tennessee

FY 2016

Approved Budget



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City of Franklin, Tennessee

Approved

**Fiscal Year 2015-2016
Operating & Capital Equipment
Budget**

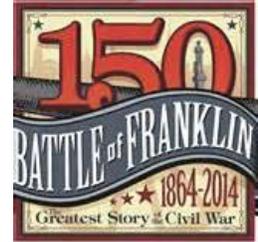
June 23, 2015

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.

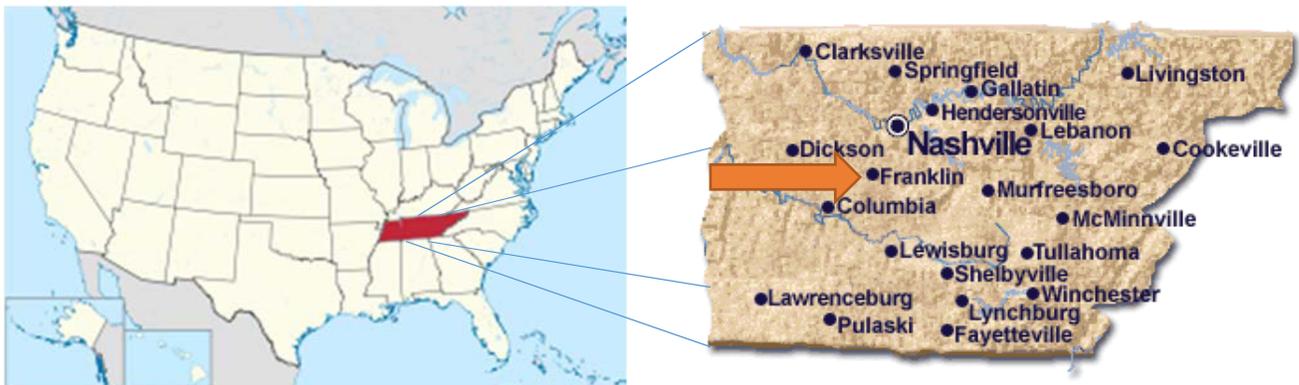
Franklin was the site of one of the bloodiest battles of the Civil War on November 30, 1864, when 20,000 Confederate soldiers made a series of charges over two miles of open ground. More than 8,000 northern and southern soldiers fell in little more than five hours.



The City of Franklin covers approximately an area of 41 square miles, and serves a population of 66,335 according to the City's 2014 special 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 robust and diversified economy. The City is known as a retail and banking center, with a large commercial area on its east side which includes retail outlets, a regional mall, and several corporate headquarters, including Jackson National Life, Ford Motor Credit, Clarcor, Big Idea Productions, Community Health Systems, Healthways, Verizon Wireless, Mars Petcare and Nissan North America. The area is also home to a regional conference center and several major hotel chains, including Drury Plaza Hotel, Hyatt Place, Hilton, Aloft, 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.





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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, Information Technology Director

Mark Hilty, Water Director

Lanaai Benne, Asst. City Recorder

Paul Holzen, Engineering Director

Shauna Billingsley, City Attorney

Mike Lowe, Comptroller

Chris Bridgewater, Bldg & Neighborhood Services Director

Bob Martin, Interim Planning and Sustainability Director

Becky Caldwell, Sanitation & Environmental Services Director

David Parker, City Engineer/CIP Executive

Lisa Clayton, Parks Director

Milissa Reiersen, Communications Manager

Deborah Faulkner, Police Chief

Lawrence Sullivan, Asst. City Recorder

Rocky Garzarek, Fire Chief

Brian Wilcox, Purchasing Manager

Shirley Harmon, Human Resources Director

Brad Wilson, Project and Facilities Manager

Joe York, Streets Director



City of Franklin, Tennessee
FY 2016 Operating Budget

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The Government Finance Officers Association of the United States and Canada (GFOA) has presented an award of Distinguished Presentation to the City of Franklin, Tennessee its annual budget for the fiscal year beginning July 1, 2014.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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May 8, 2015

Mayor Moore, Aldermen, and citizens of Franklin,

Franklin is on the move! Our beautiful community continues to attract jobs, residents, visitors, and investment at an unprecedented rate. This past year, the U.S. Census Bureau recognized Franklin as one of the 15 fastest growing cities in the United States, with a population of more than 50,000 people (one of only three on the list located in the eastern half of the country). Our local economy added more than 5,000 jobs, and the City of Franklin issued permits for more than \$415 million of investment in 2014 alone. Again this year, Franklin was listed by *CNN/Money Magazine* as one of the best places to live in America. In addition to this recognition, Franklin has been praised in the past year by the *New York Times*, *Time* magazine, and *Delta Sky*, Delta Airline's inflight magazine, as a great place to live and visit. Along with these accolades, the City recently had its Triple-A bond rating reaffirmed by both Moody's and Standard & Poor's rating agencies.

Our challenge as a community is to welcome this incredible investment and interest, along with the many opportunities it brings, while maintaining the qualities and character that make Franklin a special place to live. To that end, through the leadership of the Board of Mayor and Aldermen (BOMA), the commitment of our talented staff team, and an engaged citizenry, Franklin is focusing on the future. Important long-term planning efforts are ongoing, including the following to be presented to the community in the coming months: our comprehensive transportation plan, land use plan update, parks master plan, and key implementation steps for our adopted integrated water resource plan. Our adopted strategic plan, **FranklinForward**, focuses on four key strategic themes:

- A Safe, Clean, and Livable City
- An Effective and Fiscally Sound City Government Providing High-Quality Service
- Quality Life Experiences
- Sustainable Growth and Economic Prosperity

A series of goals have been established to guide and assess our progress as a community. Specific, measureable objectives have been identified that help our staff team measure performance and gauge success. Together, the strategic plan, goals, and objectives bring added focus to our work and to the direction provided in the budget process. (The measures tied to the strategic plan are highlighted throughout this budget document.)

As part of the budget process, we assess our opportunities and needs while working within our financial means to allocate resources. Given the financial constraints at the state and national level, local governments must realize that now, more than ever, the ability to respond to

community needs rests largely in our own hands. Legislative action at the federal and state level has limited portions of our revenue growth and added to mandated expense. Yet despite these challenges, the City of Franklin continues to move forward by maintaining/improving service levels, investing in our future, and enhancing our community's competitive position.

Budget Overview

The proposed general fund budget is \$59,886,344, which represents an increase of 6.7% compared to the current \$56.1 million budget for 2014-15. This budget increase is primarily due to cost increases in the services we purchase and the funding of expanded services in the areas of public safety, streets (including city fleet), and parks, all of which were significantly impacted by growth. The proposed 2015-16 budget has returned to the funding levels of the budget adopted seven years ago for fiscal year 2008-09.

The 2015-16 proposed budget for all funds is \$122,958,418, which represents an increase of 3.2% compared to 2014-15. The primary reasons for this \$3,811,210 increase across funds are increases in the General, Community Development Block Grant, Stormwater, Water/Sewer, and Debt Service funds. There are decreases within other funds, including Sanitation and Environmental Services, Transit, Road Impact, Facilities, Drug, Facilities Tax, and Hotel/Motel.

Highlights of the Proposed 2015-16 Budget

- The budget is balanced, with current revenues equaling expenditures.
- The budget is in compliance with the Board of Mayor and Aldermen's debt and fund reserve policies, significantly exceeding the reserve requirements.
- A targeted group of new positions are added in the budget. These positions are in areas such as Parks, Building and Neighborhood Services, Police, and Stormwater, which have been impacted by growth.
- The opening of a new fire station located in the Westhaven neighborhood will occur during the fiscal year. The budget includes the first full year of funding for 12 new firefighter positions. Operational expenses for interim Fire Station 7 are also included in the budget.
- Public safety investments include the replacement of self-contained breathing apparatus (SCBA) throughout the Fire Department and provision of body cameras for 110 police officers.
- The Police Department and City Court will implement an electronic ticketing system to streamline the City's ticketing process.
- Parks initiatives include staffing to support added facilities at the Park at Harlinsdale Farm, the establishment of the Carter Hill Battlefield Park, and the establishment of a full-time tree maintenance crew.
- A general salary increase of 2% effective July 3, 2015, is provided for employees, plus \$125,000 for funding of the merit pay program.
- The classification and compensation plan implemented over the past two years was reviewed as part of the budget process. Overall, the plan remains competitive with the labor market. A small, targeted group of positions (primarily engineering positions) have been identified for review and reclassification to reflect changes in market conditions.

- The City property tax remains unchanged at \$0.4065 per \$100 of assessed valuation. Three cents of this rate is earmarked for additional neighborhood street surfacing and capital investment project funding.
- The proposed budget incorporates performance measures and sustainability initiatives for every department. The connection to our Strategic Plan, **FranklinForward**, is clearly linked to performance measures and objectives throughout the budget.

Budget Process

The City of Franklin strives to have a budget process that is open and transparent to the community. The City’s budget process also must facilitate good decision-making by concentrating on community needs and focusing on Franklin’s future. To further these goals, our City team has worked to enhance the budget process this year. A fundamental part of all budgeting is to make revenue and expense projections. Detailed revenue projections are incorporated in the process, including analysis of revenue history and trends along with a forecast of low, medium, and high growth scenarios. Our goal is to be conservative, but as realistic as possible, in projecting funding capacity. The City’s detailed revenue analysis can be found within each fund included in this budget document.

In addition to projecting financial capacity, the City must assess current service levels and the associated cost of operations. Throughout this year’s budget process, each department was asked to develop and justify a “base budget.” The base budget is defined as the cost to operate at current service levels in the upcoming year. By comparing the revenue forecast with the base budget expenditure projection, the amount of available capacity is determined. Departments identify new initiatives and ideas that allow the City to better meet community needs through the submission of “Program Enhancement Requests.” Each request includes detailed descriptions of the enhancement and an estimate of financial impact (revenue generated, costs avoided, one-time and ongoing expenses). All this information has been presented by each department to the Budget and Finance Committee, shared with the full Board of Mayor and Aldermen, and reviewed by the City Administrator and our budget team. Through the FY16 budget process, 169 program enhancements—totaling \$16.9 million—were submitted. While all of these initiatives had merit, the recommended budget includes enhancement items that best match community needs and continue the momentum of the City in a number of important service areas, such as public safety, infrastructure, and parks. Below are highlights of these initiatives by Strategic Plan theme:



A Safe, Clean, and Livable City

- Replacement of self-contained breathing apparatus (SCBA) and personal “bail-out system” equipment for firefighters
 - Purchase of 110 body cameras (funded by reserves) for Police Officers and support services and staff (general fund)
 - In-car digital cameras (replacement and update)



Effective and Fiscally Sound City Government Providing High-quality Services

- Additional and replacement vehicles in Sanitation, Police, Streets, and “pool vehicle”
- Single axle dump truck that will add to our winter weather response capability
- Additional self-contained leaf vacuum unit and street sweeper unit
- Electronic ticketing for Police and City Court
- Enhanced stormwater staffing (Water Quality Specialist)
- Citizen survey
- Street Banner Production machine
- Architectural service for City Hall building plan



Quality Life Experiences

- Carter Hill Battlefield Park acquisition, development, and maintenance
- Full-time tree crew
- Staffing for support and maintenance of the Harlinsdale multipurpose facility and other parks facilities
- Bicentennial Park pavilion redevelopment



Sustainable Growth and Economic Prosperity

- Full implementation of “One Stop” development center, including additional Building and Neighborhood Service staff (Plans Examiner) to assist customers
- Completion of comprehensive transportation plan, land use plan update, and parks master plan

General Fund Overview and Issues

Revenues. In total, general fund revenues for 2015-16 are projected at \$59.8 million, up 7.4% from the 2014-15 estimated actual of \$55.7 million and up 6.7% from the 2014-15 budget of \$56.1 million. The following is a brief summary of revenue by category.

Sales Tax. The City’s largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 51.3% of total general fund revenue. The proposed 2015-16 budget projects local sales tax at \$30.7 million, an increase of 6.9% compared to the 2014-15 budget of \$28.8 million. The 2015-16 projection represents a growth of 3.4%, or \$1 million, compared to the estimate of \$29.7 million for the current year. The State of Tennessee Funding Board identified a range of 4.0% to 4.38% for statewide growth in 2015-16. (Economists provided the State Funding Board a wider range of 3.4% to 4.6%). Personal income is expected to rise by 4.4% in fiscal year 2016.

Intergovernmental Revenue. The second-largest category of revenue, intergovernmental revenue, accounts for 18.7% of total general fund revenue and is projected to be \$11.2 million, an increase of 4.8% compared to the 2014-15 budget. The projected increase in intergovernmental revenue is driven by anticipated grant revenue for the Traffic Operations Center (TOC) and the City’s Intelligent Transportation System (ITS).

Property Tax. The third-largest revenue source for the City's general fund is property tax, which accounts for 8.8% of general fund resources. The amount of property tax revenue going to general fund operations for 2015-16 is \$5.3 million, compared to \$5.5 million in 2014-15. The general fund portion of property tax revenue is the result of the total property tax of \$14.7 million minus \$1.3 million due to the City's Industrial Development Board, plus an additional \$7.4 million for the debt service fund. This decrease of property tax in the general fund is due to additional property tax needed for debt service on the consolidated public works facility, roadway improvement projects, and pension obligation bonds. Compared to the 2014-15 budget, the amount of property tax dedicated to debt service has increased by approximately \$1 million. At the rate of \$0.4065 per \$100 of assessed valuation, the City of Franklin's property tax rate is the lowest in the state among cities with a population of 25,000 or more.

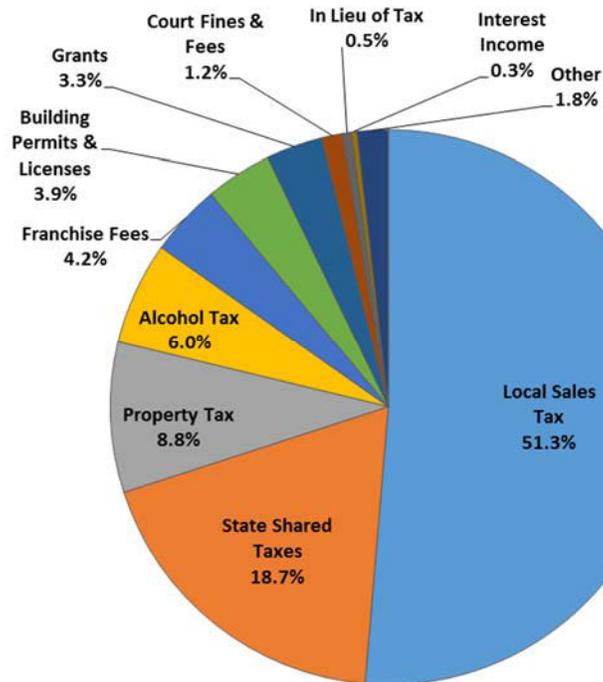
Alcohol taxes. Local governments in Tennessee receive wholesale beer/liquor taxes from distributors and privilege taxes from local business that serve liquor by the drink. For the 2015-16 budget year, these various alcohol taxes are projected to generate \$3.6 million, accounting for 6.0% of general fund revenue. In 2013, the State of Tennessee modified the wholesale beer tax basis, moving from a sales basis to a volume-only basis. This change resulted in a drop in revenue in this category compared to the previous calculations. Nonetheless, collections in this category are projected to be \$100,000 above the projected revenue in the current year, a growth rate of 2.8%.

Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 4.2% of general fund revenue. For 2015-16, \$2.5 million is projected. This is a modest increase over the \$2.45 million expected during the current budget year.

Building Permit and Licenses. As construction activity has rebounded the past two years, the City of Franklin has seen building permit and license fees reach the \$2 million per year level, an increase of \$400,000-500,000 compared to 2013 levels. Based on projected construction activity, \$2.3 million in permit and licensing fees for various permits, licenses, and inspections is anticipated. These fees allow the City to capture the costs associated with providing construction-related services and accounts for 3.9% of the general fund revenue.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant funding for the Traffic Operations Center project originally anticipated for expenditure in 2014-15 will shift into the 2015-16 budget. All other revenues in these categories are projected to be relatively stable compared to prior years.

General Fund Revenue by Category – FY16

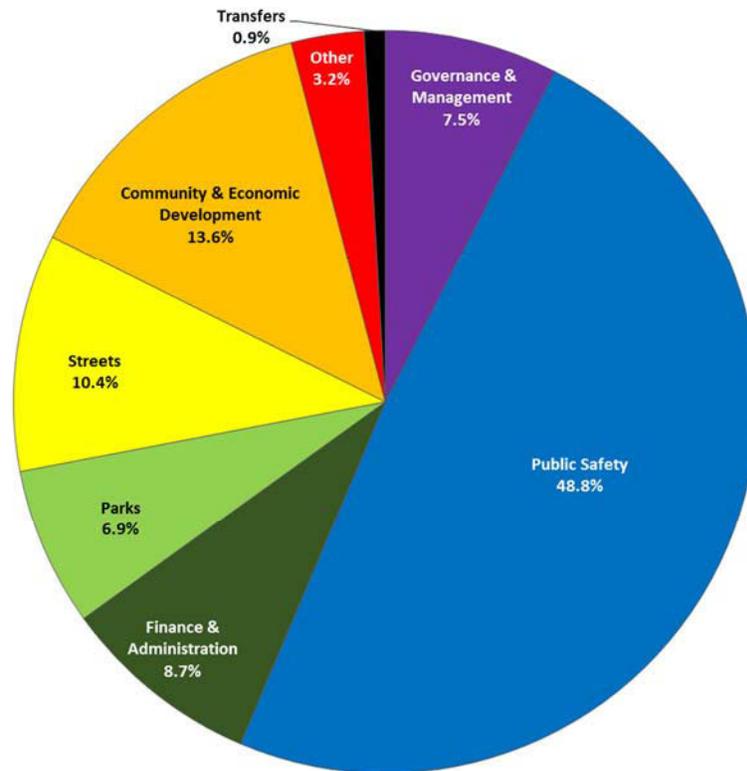


Long-term Revenue Diversification. As the City of Franklin moves forward, it will be necessary to examine the extent to which the City is dependent upon one revenue source—the local sales tax. By its nature, sales tax revenue can fluctuate significantly due to changing economic conditions and retail 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. The City’s relative dependency on sales tax has in fact increased to 51.2% in recent years.

Expenditures. As described above, the total available resources within the general fund is \$59.8 million. Through the budget process, the expenditures necessary to maintain service levels are defined in the base budget. The base budget for 2015-16 is projected to be \$57.9 million. This provides an available capacity of \$1.9 million to fund service enhancements.

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 48.8% of the total proposed general fund budget.

General Fund Expenditures by Service Area – FY16



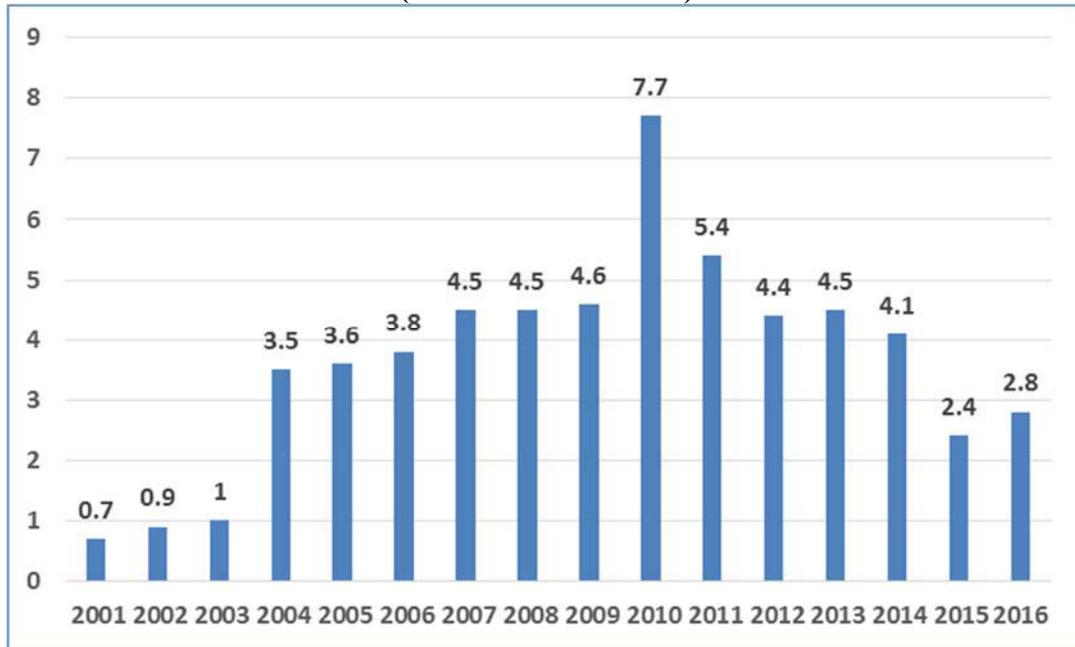
Employee Earnings and Benefits. The cost of wages and benefits for employees accounts for 70.5% of the City’s general fund budget. Overall employment-related costs are projected at \$42.15 million, slightly higher than the current budget of \$40.07 million.

Pension Expense. Over the past several years, the Board of Mayor and Aldermen has acted decisively to address the condition of our City’s pension program. First, BOMA 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, greatly strengthened the pension fund. Second, after careful consideration BOMA 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 that included greater choice for employees. In late 2014, the City issued \$10 million of pension obligation bonds to significantly reduce the City’s unfunded pension liability.

Collectively, these improvements to the City’s pension program resulted in a reduction in the required actuarial contribution amount over the past several years. The City’s actuary has determined an estimated pension contribution for 2015-16 of \$2.8 million. The general fund’s portion of the pension contribution is \$2.1 million, or 3.5%, of the total general fund budget. Pension funding for 2015-16 represents an increase of 15.5% compared to the prior year’s budget. Overall, pension expenses are at approximately 10% of total payroll. New pension rules from the Government Accounting Standards Board, as well as statements about bond ratings from Moody’s Investment Services, will require us to continually review our pension funding strategy.

The chart below depicts the employee pension expenditure level since 2001. It includes the 2009-10 additional one-time contribution of \$2 million from reserves to assist in managing these growth costs and lessen the impact on operating budgets going forward.

**Pension Contributions by Fiscal Year
(Amounts in millions)**



Position Vacancies. In an effort to control staffing costs, the City has continued to closely monitor vacant positions. Over the past several budgets, the City has held a large number of vacant positions as “unfunded.” Beginning with the 2015-16 budget, these unfunded and vacant positions have largely been removed. In response to the economic slowdown in prior years and the City’s reduced financial capacity, the City has re-examined and re-thought how services are delivered. The resulting 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 2015-16 budget provides a realistic staffing plan that meets service needs, but vacant positions are no longer being carried nor are they being reported as a part of our process.

Again this year, the recommended budget includes a turnover factor of 3.5% that is applied to budgeted wages and salaries. This method anticipates that there will be some turnover 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 six years has been approximately 6%. While conservative compared to recent experience, the 3.5% turnover factor employed in the budget should continue to be monitored closely.

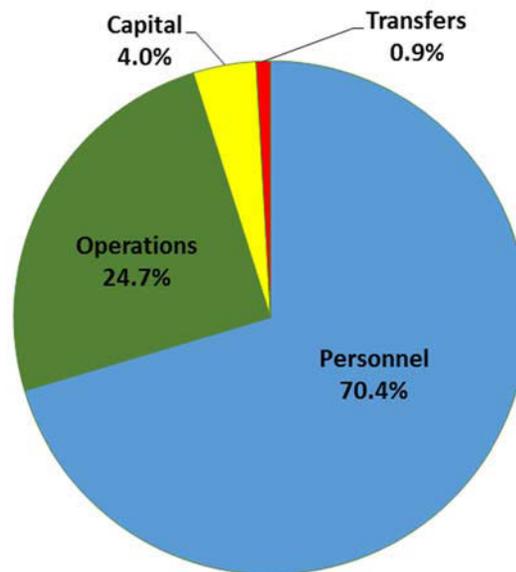
Salary Adjustment. The proposed budget includes a 2% cost-of-living increase for all employees effective July 3, 2015 (the beginning of the first bi-weekly pay period of the fiscal year). Over the past several years, many public and private organizations have laid off employees, cut wages and benefits, and/or implemented unpaid furloughs to respond to difficult economic times. The City of Franklin has avoided taking such measures and

has kept dedicated employee team members in place. Also, the proposed budget includes an additional \$125,000 to fund the City’s merit pay program for a fourth year. This merit pay will consist of one-time pay supplements based on each team member’s performance on their major work objectives.

Pay Plan. Over the past two year, the City of Franklin has implemented a new, market-based classification and compensation plan. This new plan has placed the City in a highly competitive position in terms of attracting and retaining talented staff to serve the community. When the classification and compensation plan was adopted, a commitment was made to review the plan on a regular basis. A full review of the classification and compensation plan was included in this year’s budget development process. Overall, the City’s “pay plan” appears to be competitive compared to the market. There are positions in targeted areas (such as engineering) that are being reviewed for reclassification to reflect changing market conditions. The recommended budget includes an allocation to fund market adjustments in the existing plan.

Employee Benefits. In recent years, the City has adopted a specific approach to sharing health insurance costs with employees. Using this policy, the City pays 85% of the premium for single coverage and 80% of the premium for employee family coverage for active employees. Through this approach, we as an organization communicate to our team the importance of controlling healthcare expenses as we share in managing this cost together. Overall, a growth rate of 5% is projected for the City’s health insurance costs. This appears to be a manageable increase compared to other reported healthcare cost escalations in the market.

General Fund Expenditures by Category – FY16



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 24.7% of general fund expenditures. The proposed budget amount of \$15.36 million for operations is an increase of 8.6% from the 2014-15 budget,

primarily due to continued cost containment measures, including use of lease/purchase financing in lieu of outright capital purchases for items such as vehicles and dispatch/emergency communications equipment.

Transfers to Other Funds. There are no operating subsidies to the Street Aid and Sanitation and Environmental Services funds in 2015-16. The transfer to the Transit fund is \$543,569. A subsidy had been provided in prior years to the Street Aid fund to reduce the resurfacing program cycle to less than 20 years but not to the recommended 12 years. For the second consecutive year, the Sanitation and Environmental Services fund has no budgeted subsidy. The subsidy to this fund has moved from a \$4.47 million general fund subsidy in FY2008 to being fully self-sufficient (no subsidy).

Capital Expenditures. Capital expenditures are defined as the purchase of equipment, vehicles, machinery, and computer hardware/software that has a multiyear 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 2015-16 general fund budget, capital expenditures are projected at \$2.4 million. 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 as well as careful assessment in terms of the cost-benefit for replacement. Specifically, the City has experienced escalating costs within the fleet management function, which is reflective of an aging fleet in greater need of maintenance. Additionally, the use of bank lease-purchase arrangements is being leveraged to replace certain vehicles and equipment that have a high benefit-to-cost replacement ratio, thereby taking advantage of low interest rates.

An important capital project not specifically included in the recommended budget is the City's portion of the county-wide public safety radio system. The system, which will build from Franklin's existing 800 MHz radio system, will ultimately provide service throughout Williamson County and connect to Metro Nashville/Davidson County's radio system and other state-wide systems. Franklin's contribution is estimated at \$2.4 million for Phase I of the project, which is expected to have a total cost of more than \$17 million. Williamson County and the City of Brentwood will be funding the remaining elements of the system upgrade/expansion. Phase I is expected to be completed over two years and could be financed over multiple years.

Outside Agency Funding. The City funds various government, human service, non-profit, and community service organizations through its budget each year. In total, the 2015-16 budget funds these organizations at \$440,474, an increase of \$14,888, primarily due to increased funding of animal control. There is a small decrease in funding required for the City's portion of the Regional Transit Authority's (RTA) commuter bus service between Franklin and Nashville (downtown and Vanderbilt University areas). The decrease is due to the use of grant funding by the RTA. Funding for the Gentry Education Foundation at \$10,000 was added to the funded agencies within the recommended budget. Other appropriations are at the same level as 2014-15. City funding for the Williamson County Chamber of Commerce (\$25,000) continues along with funding of the business retention program conducted by the Chamber's Economic Development Office (\$20,000).

Cash Reserves and Bond Rating. Two 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 \$34.2 million (62.8% of annual expenditures). With no draw from general fund reserves planned, this same fund balance is projected for fiscal year 2015-16. \$34.1 million represents 56.9% of annual revenue and expenditures at the end of fiscal year 2015-16. Clearly, the City is maintaining significant reserves to comply with BOMA policy and to protect against future economic downturns. The BOMA-adopted debt and fund reserve policy provides 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 both the overall financial strength of the governmental entity and the health of the local economy. Franklin's rating from two bond-rating agencies is the highest possible and places it in a select group of cities across the United States.

Capital Funding Reserve Funding Initiative. In the 2014-15 budget, the City of Franklin enacted a plan to directly address infrastructure funding needs. This approach is again employed in the 2015-16 budget. An important element to maintaining Franklin's excellent quality of life in the midst of significant growth is to successfully address infrastructure needs in a timely, cost-effective manner. This initiative includes two components:

1. Funds in the City's general fund reserve above the 45% level are eligible for use in priority capital projects. Based on the City's projected year-end fund balance of \$34.1 million, approximately \$7.2 million would be available to fund capital investment projects.
2. The City enacted a \$0.03 property tax increase. Half of the proceeds (approximately \$500,000) are earmarked for additional local street resurfacing. The current funding level provided by the local share of state gas tax is inadequate to meet our City's needs. This additional funding provides a 25% increase in funds available for the resurfacing program. Timely and adequate street resurfacing is directly associated with avoidance of major, more costly capital outlays in future years. The remaining half of the revenue will be added to the capital projects reserve fund for future project needs. Even with this modest property tax increase, the City of Franklin will continue to maintain the lowest municipal property tax rate in the state for cities with a population over 25,000.

Other Operating Funds

Street Aid and Transportation Fund. The City receives the local share of the state gasoline tax to fund the maintenance of streets. The proposed 2015-16 budget for this fund is \$2.4 million, the same level as the current year budget. Included in this budget is approximately \$528,000 from the City's property tax revenue to fund additional neighborhood street resurfacing. Also, included in the budget is approximately \$175,000 for sidewalk repair and construction.

Sanitation and Environmental Services Fund. The proposed 2015-16 budget for the City's Sanitation and Environmental Services Fund is \$7.8 million, a decrease of 4% compared to the

2014-15 budget. The proposed budget holds the current residential customer rate at the current rate of \$16.50 per month. The current year budget (2014-15) represents the first time the Sanitation Fund did not include a budgeted transfer from the general fund. Projections for 2014-15 expenditures now indicate that a transfer from the general fund will be needed in order to have sufficient reserves by the end of the year. Despite this transfer (estimated to be \$400,000-500,000), significant progress has been made within the fund. In FY2008, the City had a general fund subsidy to Sanitation and Environmental Services operations of \$4.47 million.

One important factor in reducing this subsidy is increased diversion of waste from the landfill. Entering its fifth year of operation, the Blue Bag residential curbside recycling program has contributed to this, with an average of 50% of Franklin households participating and approximately 16-17% of waste by weight being recycled. Despite this strong performance, the City 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 reflects landfill and hauling services provided through an interlocal agreement with Bi-County Solid Waste. In late 2014, the City entered into a 10-year agreement with Marshall County to handle/process the City's recyclables.

Road Impact Fund. In recent years, the road impact fund has seen collections increase due to new development. The proposed budget anticipates \$2.7 million in expenditures in the form of a transfer to the debt service fund. This transfer pays the principal and interest on arterial road projects that the City has undertaken to account for trip generation by new businesses and residential development. This debt service amount is 8.1% below the debt service requirement included in the 2014-15 budget.

Facilities Tax Fund. The facilities tax fund provides for the collection of privilege tax for new development to help pay for new public facilities/equipment attributable to growth. The recommended budget includes \$4.6 million for new Sanitation and Fire expenditures for FY 2016. The largest expenditure in the Facilities Tax Fund will be the ongoing construction of the new fire station in the Westhaven neighborhood (Fire Station 8), serving the western portion of Franklin. Planning for the construction of another fire station in the City's southeast section is also underway, and construction is incorporated in the City's 2014-18 Capital Investment Funding Plan. The facilities tax rates have not been updated since 2007, and a review of the City's future capital needs is overdue.

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 \$5.1 million for fiscal year 2015-16, an increase of \$235,120 from the 2014-15 budget. The proposed budget includes funding for capital projects, equipment, and staffing. The funding of one new position and several upgrades of existing positions are included in the recommended budget. These positions will assist in the implementation of permit requirements and will ultimately provide the City with the opportunity to take on regulatory responsibility on behalf of the State of Tennessee. This initiative promises to enhance the timeliness and effectiveness of regulatory reviews. The Board has also adopted a Capital Investment Plan prioritizing large stormwater projects funded by the stormwater utility. Stormwater rates have not been reviewed in more than ten years.

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 \$127,000, which is the same amount in the current budget.

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 has historically paid debt service on the Conference Center (this debt is now retired), the purchase of land for park expansions (Harlinsdale and Eastern Flank), capital improvements to parks, and certain streetscape elements of road improvements that beautify the city and encourage tourism. The City also dedicates one-fourth of the 4% tax to support the Williamson County Convention and Visitors Bureau. As the economy has improved in recent years, revenue growth in the hotel/motel fund has been strong. The proposed 2015-16 budget provides for \$2.57 million in expenditures, which is a decrease of 18.3% compared to the 2014-15 budget. The recommended appropriation is below the projected resources in the fund. Capacity within the Hotel/Motel Tax Fund will be available to fund priority initiatives identified in the Parks Master Plan, which will be released later in 2015.

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 \$543,569. In total, the transit budget is recommended at \$1.8 million, a decrease of 3.7% from the current year budget.

Community Development Block Grant Fund. The City segregates funds received through the federally-funded Community Development Block Grant (CDBG) program. CDBG funds are specifically targeted to benefit low- and moderate-income families and neighborhoods. For 2015-16, funding is expected to reach \$274,706, an increase of 3.8% compared to the 2014-15 budget. If federal budget cuts affect the City's CDBG funding, appropriate reductions will need to be made to the City's CDBG program.

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 2015-16 budget for the debt service fund is \$12.9 million. The debt service obligations of the general fund are handled by designation of property tax directly to the debt service fund. The proposed 2015-16 budget includes \$7.4 million of property tax for payment of general obligation debt service. In 2014, sequestration actions by the Federal government resulted in an \$80,000 reduction in interest rebates (roughly 8% of total) from the Internal Revenue Service on Build America Bonds that were issued in 2009 and 2010. Other than property tax, the fund receives transfers from various operating and special revenue funds to cover debt obligations related to those funds.

Summary

The City of Franklin has emerged from the economic challenges of recent years in excellent financial condition. Our reserves are at strong levels, our debt obligations are manageable, and our tax rate is among the lowest in the state and country. The City leadership team has taken decisive action over the past six 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 in the years to come.

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. Specifically, I would like to extend my appreciation to Assistant City Administrators Russ Truell and Vernon Gerth, Business Process Improvement Manager Michael Walters Young, Comptroller Mike Lowe, Human Resources Director Shirley Harmon, 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. This year we welcomed a new member to our budget team, Michael Walters Young. He has brought a fresh perspective, a unique vision, and a great energy to our budget process. A special thanks to Mike Lowe, Monique McCullough, Lanaii Benne, Lawrence Sullivan, 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 your leadership and the efforts of our great team, the City of Franklin will chart a course for a promising future.

Respectfully submitted,

Eric S. Stuckey
City Administrator

Budget Ordinance

ORDINANCE NO. 2015-13

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TN ADOPTING A BUDGET FOR THE FISCAL YEAR 2015-2016; 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, 2015 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 2015-2016 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, 2015 - June 30, 2016

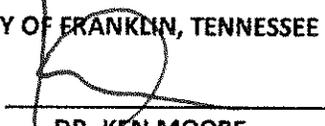
SECTION II: That each department of the City shall limit its expenditures to the amount appropriated; that any changes or amendments to the appropriations set forth in the budget shall be made in accordance with the City Charter, Article VIII and the Municipal Code.

SECTION III: That revisions to the organizational charts, which are approved as part of the budget, may be amended by Resolution so long as the amendment has no financial implications to the City or Department.

SECTION IV: That this Ordinance shall take effect on July 1, 2015, 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:

By: 
ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE
By: 
DR. KEN MOORE
Mayor

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

5/26/2015
6/09/2015
6/09/2015
6/23/2015

Property Tax Ordinance

ORDINANCE NO. 2015-14

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2015-2016; 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,

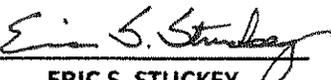
SECTION I: BE IT ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the owners of all property, real, personal and mixed, within the corporate limits of the City of Franklin (except such property as shall be exempt by the laws of the State of Tennessee) shall for the fiscal year 2015-2016 pay a tax of 40.65 Cents (\$.4065) 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.

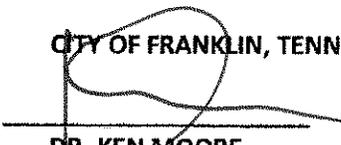
SECTION II: BE IT ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the tax rate stated in Section 1 shall be divided after deduction of amount due to Franklin Industrial Development Board as follows:

General Fund	15.17 cents (\$.1517) or percentage approximate to 37% based on certified tax rate
Debt Service Fund	22.48 cents (\$.2049) or percentage approximate to 55% based on certified tax rate
Street Aid Fund	1.50 cents (\$.0150) or percentage approximate to 4% based on certified tax rate
Capital Projects Fund	1.50 cents (\$.0150) or percentage approximate to 4% based on 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:

BY: 
ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE

BY: DR. KEN MOORE
Mayor

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

5/26/2015
6/9/2015
6/9/2015
6/23/2015



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee
FY 2016 Operating Budget

BUDGET SUMMARY

Under this section is:

- **City of Franklin Information & Organization**
- **Budget Planning**
- **All Funds Summary**
- **General Fund Summary**
- **Personnel Changes**
- **Debt Information**



City of Franklin, Tennessee
FY 2016 Operating Budget

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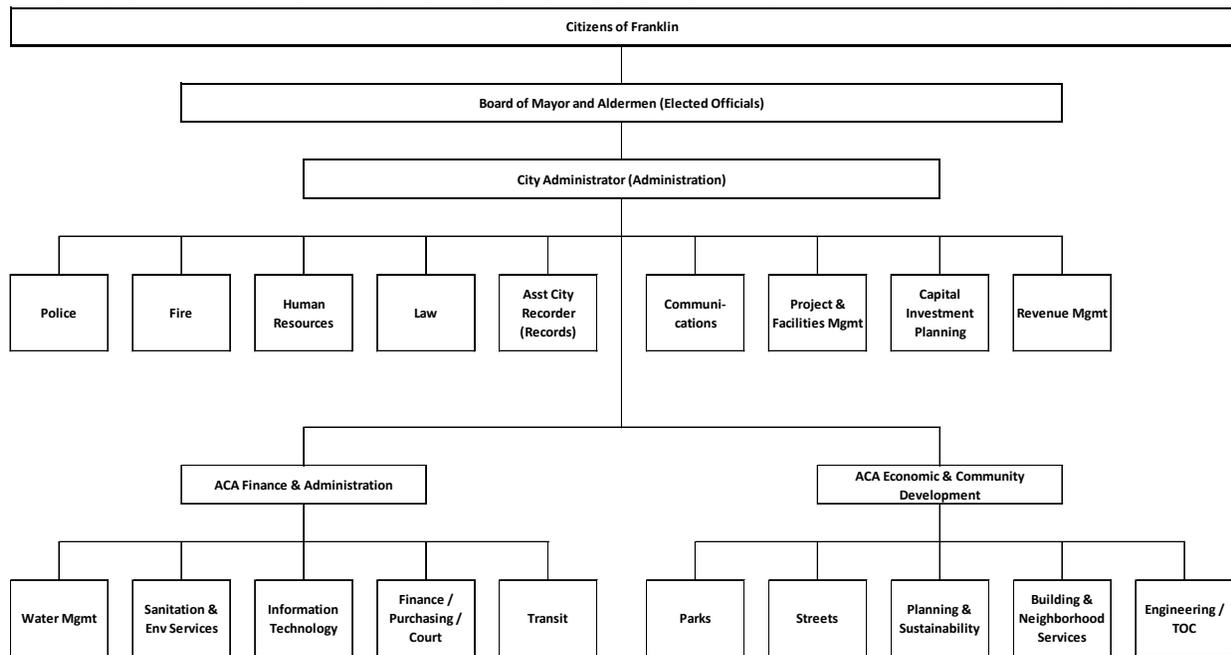
City of Franklin, Tennessee

FY 2016 Operating Budget

City of Franklin Information & Organization

Our Vision: *Franklin will continually strive to be a community of choice for individuals, families, and businesses to grow and prosper through an excellent quality of life supported by exceptional, responsive, and cost effective City Services.*

Organizational Chart



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)



City of Franklin, Tennessee

FY 2016 Operating Budget

City of Franklin Information & Organization

- 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. Information Technology (General Fund)
 - c. Purchasing (General Fund)
 - d. Court (General Fund)
 - e. Sanitation & Environmental Services (Sanitation & Environmental Services 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)
 - f. CDBG (CDBG Fund)
 - g. Economic Development (General Fund)

Profile of the City

The City of Franklin, incorporated in 1799, is located in Middle Tennessee. The local economy is a well-balanced blend of healthcare, 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 66,370 according to the 2014 Special 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.



City of Franklin, Tennessee FY 2016 Operating Budget

City of Franklin Information & Organization

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; sanitation pickup and disposal; 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.



City of Franklin, Tennessee

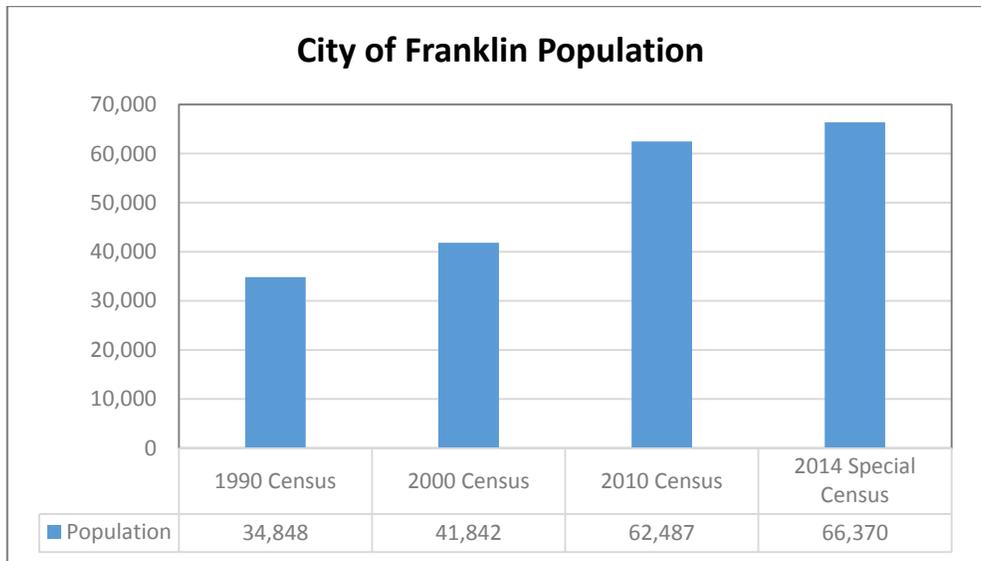
FY 2016 Operating Budget

City of Franklin Information & Organization

Demographics

Additional Demographic information can be found in the Appendices.

<u>Income</u>	<u>Franklin</u>	<u>Williamson County</u>
Median Household Income	\$79,124	\$89,779
Average Household Income	\$98,340	\$116,204
Per Capita Income	\$38,672	\$41,292



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	2,792	6.5%	6,550	5.4%
High School	5,910	13.8%	21,064	17.2%
Some College	7,398	17.3%	22,440	18.4%
Associate Degree	3,003	7.0%	7,578	6.2%
Bachelor's Degree	15,463	36.2%	42,767	35.0%
Graduate Degree	8,136	19.2%	21,808	17.8%
Total	42,702		122,207	

Data provided by United States Census Bureau.



City of Franklin, Tennessee

FY 2016 Operating Budget

City of Franklin Information & Organization

Awards & Recognitions

**Most Business Friendly
Cities in TN (#2)**

The Beacon Center

BEST SOUTHERN TOWN
GARDEN AND GUN MAGAZINE

Best Places to Live

Money Magazine 2012

Best Cities for Home Ownership (#11)

NERDWALLET

Top 100 Places to Live

Relocate America

America's Favorite Towns (#8)

Travel and Leisure Magazine

Control Authority Pretreatment Excellence Award – Water Reclamation Facility

Kentucky/Tennessee American Water Works Association and Water Environment Federation

**Top 50 Cities to start a
business**

BusinessWeek

Municipal Field of the Year – Parks Department

Tennessee Turf Grass Association

Best Towns for Families

(#3)

Family Circle Magazine

BEST PLACE IN TENNESSEE (#11)

MOVOTO REAL ESTATE

BEST TOWNS IN TENNESSEE FOR YOUNG

FAMILIES (#4)

NERDWALLET

MOST BEAUTIFUL TOWN TOP 5 FINALIST

RAND McNALLY/USA TODAY POLL

Cities on the Rise

NerdWallet

#1 in Land Trust Preservation in Tennessee

LAND TRUST FOR TENNESSEE

**Top 5 Most Romantic Main
Streets**

National Trust for Historic Preservation

**National Savvy Award – Communications
Division**

National City/County Communicators & Marketers Association (3CMA)



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee FY 2016 Operating Budget

Budget Planning

Budget Preparation & Philosophy

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 fiscal year 2014-15 budget, requests for the new fiscal year budgets were submitted by the various departments to the City Administrator and Assistant City Administrators. Departments were asked to present two budgets. The first, a base or 'level-service' budget demonstrated how much it will cost the City to provide the same level of service in FY 2016 that it does in the current fiscal year. The second, identified program enhancements – any new or additional staff, major expenses or small capital equipment, or new programs. For each enhancement, departments filled out a one-page form which documented the basic information of program enhancements – both in a numeric and narrative format – in priority order. The goal of this method of budgeting was to easily demonstrate a) the ongoing costs of operations and b) additional needs of departments. Program enhancements were added to the budgets and are included within the departmental budgets included herein. All program enhancements requested are provided in the Appendices.

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. In order to evaluate and monitor our services, departments have also had to include performance measures tied to the City's Strategic Plan – **FranklinForward**.



City of Franklin, Tennessee **FY 2016 Operating Budget**

Budget Planning

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 (24th year)
- GFOA Distinguished Budget Presentation Award (7th year)
- Tennessee 3-Star Award for Community Economic Preparedness (11th year)
- Tree City USA (11th year)
- Fire ISO Rating of 2
- Police Department Accreditation

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.

Budgetary Planning Processes

The City of Franklin prides itself on responsible and innovative planning processes for all of its services – whether it be financial, land use or service delivery decisions. The table on the following page summarizes those plans which have a direct and an indirect impact upon the Fiscal Year 2016 Operating and Capital Budget.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget Planning

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 Replacement	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 2015 budget includes a lesser amount than indicated in the condition assessment.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget Planning

Budget Goals

Setting targeted goals is vital to accomplishment of any plan. For a financial plan to succeed, targeted goals are vital in guiding policymakers and civil servants in ensuring city services are provided in the most effective manner possible. The FY 2016 Budget goals are provided herein showing both the type of goal but where (and if) the proposed goal ties into FranklinForward, the City of Franklin's Strategic Plan.

Financial Goals

	<ul style="list-style-type: none"> Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.
	<ul style="list-style-type: none"> 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.
	<ul style="list-style-type: none"> Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.
	<ul style="list-style-type: none"> Pursue additional revenue sources when and where appropriate.
	<ul style="list-style-type: none"> Maintain reserve funds in compliance with the Board of Mayor and Aldermen's adopted policy.
	<ul style="list-style-type: none"> Maintain compliance with the City's adopted debt policy and capital funding program.
	<ul style="list-style-type: none"> Leverage local funds through the pursuit of grant opportunities.

Non-Financial Goals

	<ul style="list-style-type: none"> Maintain and enhance services to citizens. Avoid employee layoffs and other actions that would negatively impact the delivery of City services.
	<ul style="list-style-type: none"> Focus on the delivery of roadway projects approved through the Board's Capital Investment Funding Plan.
	<ul style="list-style-type: none"> Focus on continued maintenance and improvement to the water & wastewater infrastructure by advancing rate-funded capital projects.
	<ul style="list-style-type: none"> 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.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget Planning

	<ul style="list-style-type: none"> Develop, adopt, and implement programs and policies, which create and sustain a positive economic environment within the City of Franklin.
	<ul style="list-style-type: none"> Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County.
	<ul style="list-style-type: none"> 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.
	<ul style="list-style-type: none"> Continue emphasis on employee safety and safety education.
	<ul style="list-style-type: none"> 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.
	<ul style="list-style-type: none"> 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.
	<ul style="list-style-type: none"> 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.
	<ul style="list-style-type: none"> Continue commitment to the vitality of the downtown area and individual historical areas.
	<ul style="list-style-type: none"> Encourage Community improvement projects to maintain and improve the visual improvements of the City's existing residential neighborhoods and business area.
	<ul style="list-style-type: none"> Continue maintaining membership and active participation of City officials in regional and statewide organizations benefiting the City of Franklin.

Specific Fiscal Year 2016 Initiatives

	<ul style="list-style-type: none"> 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.
	<ul style="list-style-type: none"> Support and connect the City's operational efforts to long-term planning initiatives that have been completed in recent years and/or is currently underway. These key planning efforts include the Board-adopted strategic plan <i>FranklinForward</i>, the Integrated Water Resource Plan (IWRP), the Comprehensive Transportation Plan, the Park's Master Plan, the Greenway/Open Space Plan, and the neighborhood street resurfacing program.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget Planning

	<ul style="list-style-type: none"> Review and update the City's Pay Plan based on market data ensuring that the City is a highly competitive employer. Include funding for pay plan updates, cost-of-living adjustments and merit pay.
	<ul style="list-style-type: none"> Continue efforts to recruit qualified employees including efforts to diversify the workforce.
	<ul style="list-style-type: none"> Continue to work on a long-term assessment of City Hall facilities and operational needs due to growth, service requirements, and technology.
	<ul style="list-style-type: none"> Complete the construction of Fire Station #8 and bring it into full operational service to the community.
	<ul style="list-style-type: none"> Demonstrate significant progress on the FY 2014-2018 Capital Investment Program (CIP) and the associated funding plan approved by the Board of Mayor and Aldermen. Work to update the Capital Investment Plan, establishing an updated 5-year plan.
	<ul style="list-style-type: none"> To continue to identify opportunities to expand and enhance the City's communication with the public through various strategies and mediums.
	<ul style="list-style-type: none"> To promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.
	<ul style="list-style-type: none"> 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 connecting measures to the Board's strategic plan, <i>FranklinForward</i>. Provide ongoing reporting through the budget, the City's website, and regular reports to BOMA.
	<ul style="list-style-type: none"> Support the sustainability efforts identified by staff and the City's Sustainability Commission.
	<ul style="list-style-type: none"> 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, Tennessee

FY 2016 Operating Budget

Budget Planning

Basis of Budgeting & Accounting

The City of Franklin budgets and accounts on a basis consistent with U.S. Generally Accepted Accounting Principles (GAAP) for the General Fund, the Debt Service Fund and the Special Revenue Funds. The Board of Mayor and Aldermen (BOMA) approves and appropriates the budgets for these funds annually. The BOMA may transfer or appropriate additional funds for expenditures not anticipated at the time of budget adoption.

Budget Calendar

The following calendar demonstrates key dates used to develop, review, present and finally adopt the FY 2016 budget.

Department Budget Information Meetings	To begin January 2015
Department Requests Due	Due same month as budget presentation
Initial Meetings with Finance	3 weeks before budget presentation
Initial Meetings with 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 January, February, March, and April
Budget Notice	Thursday, May 7, 2015
Proposed Budget Distributed to Board of Mayor and Aldermen	Friday, May 8, 2015
Budget Hearings (as needed)	Thursday, May 14, 2015
First Reading of Budget & Tax Rate Ordinances (Solid Waste + Water Rates Ordinances, if necessary)	Tuesday, May 26, 2015
Second Reading (Public Hearing)	Tuesday, June 9, 2015
Third & Final Reading	Tuesday, June 23, 2015
New Fiscal Year	Tuesday, July 1, 2015



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget Planning

Economic Outlook

The U.S. economy continues in its attempt to attain full recovery six years after the end of the Great Recession, with sustained growth expected in 2015 and throughout 2016. Gross domestic product (GDP) grew 2.4 percent in 2014, compared to 2.2 percent in 2013 and 2.3 percent in 2012. Each of those years started slowly, with GDP falling in the first quarter but rebounding during the balance of the year. During the third quarter of 2014, GDP increased by a remarkable five percent on a seasonally-adjusted basis, the highest level of growth since the recession began. That made 2014 the fifth year of consecutive economic growth, and economic indicators such as personal income and consumer confidence suggest continuation of that growth. This recovery makes the U.S. an exception to other developed nations, many of which are experiencing much slower recoveries.

One of the most important milestones of 2014 was the level of nonfarm payrolls finally reaching and surpassing their prerecession level. It is estimated that 2.5 million jobs were created in 2014, for a total of 138.9 million jobs in the U. S. economy. As the job market improved, unemployment continued dropping, reaching a level of 5.8 percent in the fourth quarter of 2014. That is the lowest level of the unemployment rate since the third quarter of 2008.

Along with the positive news from the labor market, consumer confidence was up. In the fourth quarter, falling gas prices and modest wage gains led to increases in real disposable income. Consumption and non-residential fixed investment both experienced strong growth, up 2.5 percent and 6.3 percent respectively, making 2014 the year with the highest consumption growth rate since the recession. Although the U.S. federal debt continued to rise, the government deficit was limited to \$483.3 billion, a relatively small level when compared to the deficits run during the Great Recession.

One continuing negative indicator was the sluggish housing sector, which was unable to sustain the double-digit growth experienced in the rebound years of 2012 and 2013. Residential fixed investment grew by a disappointing 1.6 percent, and housing starts have not approached the level of growth prior to 2006. Sales levels of new and existing homes continued to disappoint, while the ratio of home ownership to rentals fell to 63% of the population, a fifty-year low. Much of this has been attributed to the unusually low level of household formation, as members of the millennial generation delay engaging in marriage, childrearing, and entering the workforce.

Another negative has been the durable goods reports. Removing the volatile defense and transportation sectors, investments in capital goods and research has been disappointing. In each of the last two years, economic forecasts have put forth estimates of substantial growth in commercial investment in structures, equipment, machine tools, and research by the corporate sector. With no shortage of capital, it appears that the lack of aggregate demand has suppressed enthusiasm for investment in growth related facilities. This may have a deleterious effect on



City of Franklin, Tennessee FY 2016 Operating Budget

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Economic Outlook

future production, as the age of factories and transportation assets reach the end of their useful life.

Despite the disappointing housing market, the Federal Reserve views the overall state of the economy as positive. The Fed ended its large asset-purchasing program in October 2014. Expectations are that the Fed will begin raising interest rates no later than the fall of 2015. As of March, the federal funds rate had been kept very low, near zero, for twenty-five consecutive quarters. There is some worry that rising interest rates, combined with lower transportation costs resulting from lower gasoline prices, will cause inflation to continue below its targeted 2 percent rate. Large hedge funds, such as Bridgewater, predict extremely low interest rates for many years to come. As of March, 2015, the year-over-year increase in “core” inflation is 1.7% and may be falling again. Extremely low short-term interest rates will be a drag on income for retirees, pension plans, insurance companies, and other large investors, constraining consumption that accounts for roughly seventy percent of the economy.

While there are reasons to be cautious about growth in the economy, there are more reasons to be optimistic. Despite the poor GDP results in the first quarter of 2015, registering only 0.2% growth versus a forecast of 3.1%, the economy is expected to continued growth in 2015. Before the adverse effects of historically severe weather and strike-related activities that closed the nation’s ports, GDP was expected to increase by 3.1 percent for the year, and the unemployment rate was predicted to fall to 5.5 percent. The remainder of the year is expected to have solid gains each quarter, with GDP increases of 2.5 percent, 2.6 percent, and 2.3 percent in the second, third, and fourth quarters respectively.

Expectations are that the economy will register real economic growth of 2.7 percent in both 2016 and 2017. While there is reason to be cautious about the global recovery and potential adverse effects that Europe, China and Japan may have on the domestic economy, most indicators point to a continued expansion in the United States.

Tennessee’s economy sustained solid growth in 2014, and the expectations are that this growth will continue in 2015 as the economic recovery persists. Nonfarm employment increased by 1.9 percent in 2014, representing job gains of more than 51,000. The state unemployment rate saw a huge drop between 2013 and 2014, falling from 8.2 percent to 6.9 percent. However, Tennessee’s current unemployment rate of 6.3% still rests above the national rate of 5.5%, as of March 2015. Nominal personal income grew by 3.7 percent in 2014. This was slightly slower than national income growth of 3.9 percent but much faster than the 2.1 percent growth rate that the state registered in 2013. Nominal taxable sales increased by 4.3 percent in 2014, outpacing the previous year’s growth rate of 3.0 percent.



City of Franklin, Tennessee FY 2016 Operating Budget

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Tennessee's immediate forecast is mixed, as employment, taxable sales, and inflation-adjusted GDP are all expected to grow at a slightly slower rate in 2015 and 2016. Personal income growth will accelerate over the next two years and the unemployment rate will continue to trend downwards. Nonfarm employment is forecasted to grow by 1.8 percent in 2015 and 1.5 percent in 2016. Professional and business services, natural resources, mining, and construction, and leisure and hospitality services will enjoy the largest employment gains in 2015 and 2016. The government sector will continue to see job losses over the next two years.

Manufacturing employment will continue to grow, but at a slower rate of 1.3 percent in 2015 and 0.9 percent in 2016. Much of this slowdown can be attributed to job losses in nondurable goods manufacturing, which will largely offset job gains in the durable goods manufacturing sector. Unemployment is projected to decline by 5.1 percent in 2015 and 3.9 percent in 2016. Nominal personal income is projected to increase by 4.4 percent this year, followed by a 5.0 percent increase in 2016. This growth in personal income is directly linked to consumption, which is critical to the state because of its heavy reliance on sales tax.

The state's employment mix is subject to ongoing transformation as the manufacturing sector continues to become a smaller portion of the Tennessee economy. In 2004 manufacturing accounted for 15.2 percent of all nonfarm jobs in Tennessee, but by 2024 the manufacturing share will fall below 10 percent. The manufacturing sector will enjoy some job growth as the economy continues its rebound from the recession. However, these gains will not erase the job losses felt during the Great Recession, and manufacturing employment will return to trend contraction in 2018.

Despite shrinking employment levels, manufacturing output is still expected to grow by 2.4 percent annually over the next 10 years, primarily a result of the auto industry. The resurgence of automobile sales and the relocation of auto manufacturing to the southeastern part of the United States results in one of every three manufacturing jobs in Tennessee becoming auto-related. However, the majority of future job growth is expected to come in professional and business services, education and health services, and leisure and hospitality services.

Over the next 10 years, population growth for the state is estimated to be 1.0 percent annually, slightly faster than the 0.8 percent growth for U.S. The labor force participation rate, which is already at its lowest in recent years, will continue to drift down. Economic growth in Tennessee has lagged behind national growth, and education and health data show that Tennesseans are below the national average. The percentage of Tennesseans with a high school degree was 85.6 percent, compared to 86.6 percent for the nation. More importantly, the percentage of Tennesseans with a Bachelor's degree or higher was only 24.8 percent, compared to a national



City of Franklin, Tennessee

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average of 29.6 percent. In fact, there are only three counties in Tennessee (Williamson, Davidson, and Knox) that exceed the national average in this category.

Tennessee’s per capita income fell to 87% of the national average in 2014, trailing the national average by \$3,746. Williamson County continues to have the highest median household income in the state, at \$89,779 in 2013 dollars. Only four counties in the state—Williamson, Davidson, Fayette and Montgomery—have income above the national average. Per capita income, median household income and poverty rates all show considerable variation across counties in Tennessee, and are highly correlated with measures of educational attainment by the adult population. Williamson County maintains a 95% high school graduation rate and 54% of the adult population has a bachelor’s degree.

Williamson was fourth-highest among large U. S. counties according to the Bureau of Labor Statistics county-level employment and wage report. This results in large part from the continued increase in employment and job creation. A recent study projected that 25,340 jobs will be created by 2024, with the three largest growth areas in the categories of administrative support and office, sales-related, and business and financial operations.

INDICATOR	MAR 2014	FEB 2015	MAR 2015	% MONTH OVER MONTH	% YEAR OVER YEAR
Labor Force-Williamson Co	100,205	101,730	102,960	1.2%	2.7%
Employment-Williamson Co	95,046	97,320	98,970	1.7%	4.1%
Unemployment-Williamson Co	5,159	4,410	3,990	-9.5%	-22.6%
Unemployment %-Williamson Co	5.4%	5.0%	5.1%	0.1%	-0.3%
Unemployment Rate-Franklin	4.2%	4.1%	3.7%	-0.4%	-0.5%

Source: Bureau of Labor Statistics and US Census Bureau

The housing market in middle Tennessee has become very active. The Greater Nashville Association of Realtors reports that home sales in March 2015 were 12.9% higher than in March of last year, and pending sales were almost 13.3% above last year. In addition to home sales, median prices for single family residential properties and condominiums were up by 14.0% and 1.1% respectively. The average length on the market for residential properties was 69 days.



City of Franklin, Tennessee

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Economic Outlook

Indicator	Last Year	This year	Difference
Home closings	2,530	2,857	12.9%
Pending sales	2,720	3,083	13.3%
Median price residential	195,100	222,400	14.0%
Median condominium	169,900	171,811	1.1%
Inventory available	14,894	12,775	-14.2%
State sales tax YTD (millions)	4,760	5,030	5.7%

Source: Greater Nashville Association of Realtors and TN Dept of Revenue

In Franklin, building permits issued for residential housing are starting to perform well on a year-over-year basis. Records show permits were issued for a total of 800 dwelling units in 2014; of that total, 438 were single family residential units. Additional capacity in the pipeline for construction has accelerated to a total of 9,849 dwelling units. Much of the current growth results from apartments and condominiums, which appear to be preferred in the current market environment. New residential developments approved in 2014 included 1,469 dwelling units.

Supporting the positive outlook for Franklin are the announcements by several development firms of large commercial, retail and office developments in Franklin. Almost \$2 billion in mixed use projects are currently in development and should be completed in the next five to ten years. The vacancy rate on Class A office space continues to run below five percent, and projects currently underway will provide as much as one million square feet of additional space.

Sources: UT Center for Business Research; MTSU Business & Economic Research Center; Tennessee State Funding Board; St Louis Federal Reserve; Tennessee Department of Revenue; U S Bureau of Labor Statistics; Williamson County Economic Development Office Trends Report; Wall Street Journal



City of Franklin, Tennessee

FY 2016 Operating Budget

Fund Summary

Budgeted Funds

The City of Franklin, Tennessee, like most governmental entities, organizes its finances into funds. 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, and 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 accounting concepts 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 Sanitation & Environmental Services 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 and sidewalks.

Sanitation and Environmental Services 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.



City of Franklin, Tennessee

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Fund Summary

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.

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. A summary is provided herein, but a more detailed budget will be available later this calendar year.

The City has only one (1) additional fund that is 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 included in this budget, this fund is included in the City’s audited financial statements.

The following pages provide a summary presentation of all funds budgeted and appropriated by the City of Franklin, Tennessee.

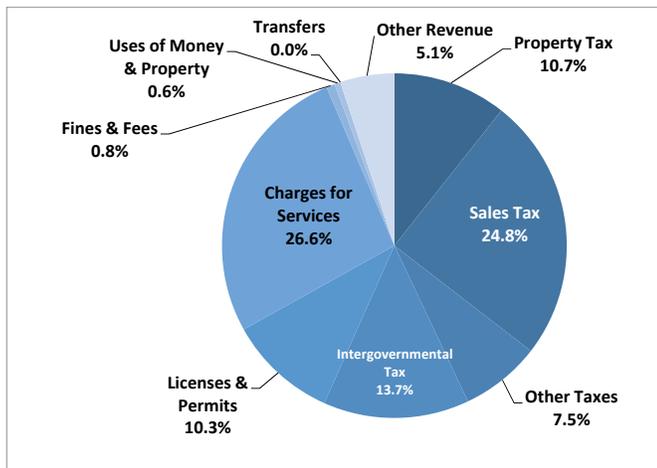


Fund Summary: Budget Summary - All Funds

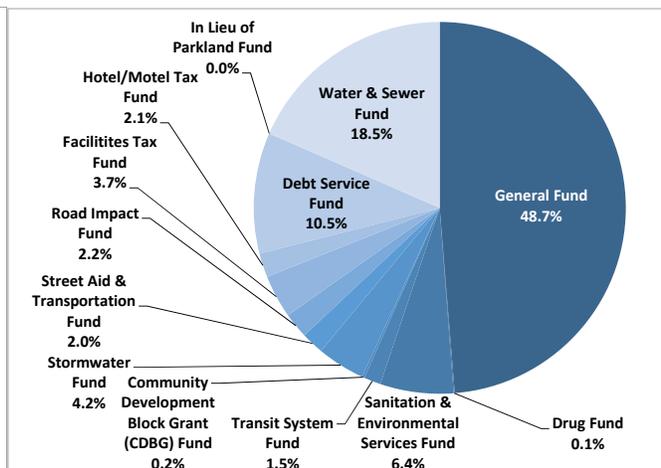
The following page presents a comprehensive picture of all budgeted funds for the City of Franklin, Tennessee. Although the Water & Sewer Enterprise Fund will be presented in a separate budget, it is included herein so a comprehensive financial picture of all services can be presented.

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Budget 2015</u>	<u>Estd 2015</u>	<u>Budget 2016</u>	<u>Difference '15 vs. '16</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Revenues							
Property Tax	\$ 11,236,685	\$ 11,623,681	\$ 11,839,210	\$ 11,930,508	\$ 13,218,466	\$ 1,379,256	11.6%
Sales Tax	\$ 25,995,733	\$ 27,254,742	\$ 28,758,770	\$ 29,704,549	\$ 30,744,210	\$ 1,985,440	6.9%
Other Taxes	\$ 8,737,095	\$ 10,350,050	\$ 10,478,351	\$ 9,374,811	\$ 9,319,163	\$ (1,159,188)	-11.1%
Intergovernmental Tax	\$ 14,748,881	\$ 15,219,770	\$ 16,056,399	\$ 14,765,927	\$ 16,948,293	\$ 891,894	5.6%
Licenses & Permits	\$ 7,579,066	\$ 11,425,454	\$ 11,169,079	\$ 10,415,067	\$ 12,716,578	\$ 1,547,499	13.9%
Charges for Services	\$ 31,996,440	\$ 28,920,499	\$ 29,694,459	\$ 28,827,097	\$ 33,036,486	\$ 3,342,027	11.3%
Fines & Fees	\$ 845,558	\$ 850,240	\$ 955,141	\$ 748,877	\$ 982,428	\$ 27,287	2.9%
Uses of Money & Property	\$ 23,186,986	\$ 745,995	\$ 773,866	\$ 797,315	\$ 703,462	\$ (70,404)	-9.1%
Transfers	\$ 1,736,292	\$ 2,877,021	\$ 694,208	\$ 673,628	\$ -	\$ (694,208)	-100.0%
Other Revenue	\$ 7,728,622	\$ 7,806,215	\$ 8,087,413	\$ 8,628,918	\$ 6,296,135	\$ (1,791,278)	-22.1%
Total - All Funds Revenues	\$ 133,791,358	\$ 117,073,667	\$ 118,506,896	\$ 115,866,697	\$ 123,965,223	\$ 5,458,327	4.6%
Expenses							
General Fund	\$ 49,798,583	\$ 53,094,171	\$ 56,134,703	\$ 54,308,266	\$ 59,886,344	\$ 3,751,641	6.7%
Drug Fund	\$ 109,365	\$ 128,166	\$ 127,000	\$ 98,458	\$ 127,000	\$ -	0.0%
Sanitation & Environmental Services Fund	\$ 7,648,732	\$ 7,060,294	\$ 8,148,820	\$ 7,788,648	\$ 7,825,777	\$ (323,043)	-4.0%
Transit System Fund	\$ 1,437,191	\$ 1,608,652	\$ 1,878,348	\$ 1,721,918	\$ 1,808,310	\$ (70,038)	-3.7%
Community Development Block Grant (CDBG)	\$ 162,459	\$ 198,748	\$ 264,629	\$ 212,677	\$ 274,706	\$ 10,077	3.8%
Stormwater Fund	\$ 2,671,743	\$ 2,489,625	\$ 4,802,439	\$ 1,998,620	\$ 5,104,308	\$ 301,869	6.3%
Street Aid & Transportation Fund	\$ 2,326,056	\$ 2,198,896	\$ 2,404,452	\$ 1,904,452	\$ 2,400,000	\$ (4,452)	-0.2%
Road Impact Fund	\$ 2,890,775	\$ 3,227,856	\$ 2,980,603	\$ 2,980,603	\$ 2,739,169	\$ (241,434)	-8.1%
Facilities Tax Fund	\$ 1,039,424	\$ 749,658	\$ 4,627,915	\$ 4,282,241	\$ 4,606,510	\$ (21,405)	-0.5%
Hotel/Motel Tax Fund	\$ 3,449,324	\$ 2,395,594	\$ 3,145,577	\$ 3,020,919	\$ 2,570,727	\$ (574,850)	-18.3%
Debt Service Fund	\$ 33,445,780	\$ 10,996,578	\$ 12,290,058	\$ 12,290,058	\$ 12,924,146	\$ 634,088	5.2%
In Lieu of Parkland Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Water & Sewer Fund	\$ 17,697,022	\$ 19,915,757	\$ 22,342,664	\$ 21,632,664	\$ 22,691,421	\$ 348,757	1.6%
Total - All Funds	\$ 122,676,454	\$ 104,063,995	\$ 119,147,208	\$ 112,239,524	\$ 122,958,418	\$ 3,811,210	3.20%
Personnel	\$ 44,855,090	\$ 45,742,665	\$ 49,292,866	\$ 47,258,321	\$ 51,654,945	\$ 2,362,079	4.79%
Operations	\$ 70,920,441	\$ 51,458,907	\$ 54,755,390	\$ 54,833,843	\$ 55,773,248	\$ 1,017,858	1.86%
Capital	\$ 6,900,923	\$ 6,862,423	\$ 15,098,952	\$ 10,147,360	\$ 15,530,225	\$ 431,273	2.86%
Total - All Funds Expenses	\$ 122,676,454	\$ 104,063,995	\$ 119,147,208	\$ 112,239,524	\$ 122,958,418	\$ 3,811,210	3.20%
Surplus / (Deficit) All Funds	\$ 11,114,904	\$ 13,009,672	\$ (640,312)	\$ 3,627,173	\$ 1,006,805		

FY 2016 Revenues



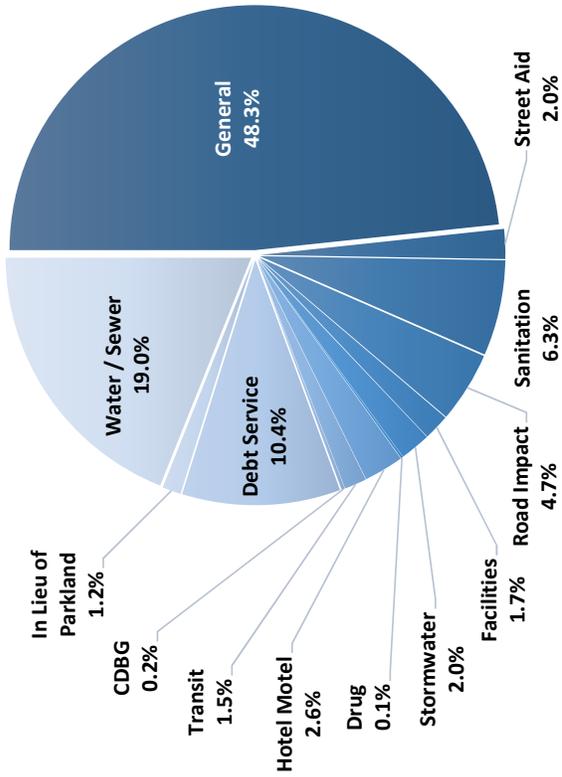
FY 2016 Expenses





Summary (All Funds)

The City of Franklin funds its operations through a variety of taxes, fees for service, fines and grants. This page shows the total amount of revenues - regardless of fund - proposed to support operations for the City of Franklin in Fiscal Year 2016.



Fund	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Low	Medium	High	FY 2016
General	\$ 46,685,445	\$ 52,540,345	\$ 51,815,038	\$ 52,677,369	\$ 56,918,504	\$ 56,134,703	\$ 59,080,199	\$ 59,886,344	\$ 60,693,126	48.3%
Street Aid	\$ 1,904,278	\$ 2,240,750	\$ 1,748,318	\$ 2,309,493	\$ 2,494,155	\$ 2,404,452	\$ 2,422,209	\$ 2,422,209	\$ 2,422,209	2.0%
Sanitation	\$ 7,107,030	\$ 8,486,123	\$ 8,712,702	\$ 7,669,059	\$ 7,462,938	\$ 8,148,820	\$ 7,720,900	\$ 7,825,777	\$ 7,797,843	6.3%
Road Impact	\$ 329,423	\$ 2,466,846	\$ 1,391,645	\$ 3,276,075	\$ 4,082,685	\$ 3,800,000	\$ 5,770,361	\$ 5,770,361	\$ 5,770,361	4.7%
Facilities	\$ 964,404	\$ 2,750,684	\$ 1,853,812	\$ 2,624,601	\$ 3,855,445	\$ 3,707,190	\$ 2,099,303	\$ 2,120,407	\$ 2,141,511	1.7%
Stormwater	\$ 2,129,260	\$ 2,236,856	\$ 2,193,201	\$ 2,383,896	\$ 2,340,963	\$ 2,408,840	\$ 2,437,875	\$ 2,482,500	\$ 2,487,125	2.0%
Drug	\$ 94,489	\$ 140,976	\$ 178,401	\$ 86,358	\$ 134,674	\$ 173,161	\$ 173,161	\$ 173,161	\$ 173,161	0.1%
Hotel Motel	\$ 1,683,852	\$ 1,927,091	\$ 2,289,730	\$ 2,470,748	\$ 3,242,135	\$ 2,824,480	\$ 3,214,173	\$ 3,246,619	\$ 3,279,066	2.6%
Transit	\$ 1,068,926	\$ 1,123,840	\$ 1,293,974	\$ 1,437,191	\$ 2,009,347	\$ 1,870,848	\$ 1,808,310	\$ 1,808,310	\$ 1,808,310	1.5%
CDBG	\$ 291,421	\$ 444,751	\$ 145,570	\$ 192,586	\$ 198,920	\$ 264,754	\$ 274,806	\$ 274,806	\$ 274,806	0.2%
Debt Service	\$ 6,803,272	\$ 27,390,084	\$ 9,926,272	\$ 33,212,371	\$ 11,106,967	\$ 12,163,102	\$ 12,929,046	\$ 12,929,046	\$ 12,929,046	10.4%
In Lieu of Parkland	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,530,323	\$ 1,530,323	\$ 1,530,323	1.2%
Water / Sewer	\$ 19,902,227	\$ 20,872,606	\$ 23,876,451	\$ 25,471,938	\$ 23,187,492	\$ 22,351,089	\$ 23,495,359	\$ 23,495,359	\$ 23,495,359	19.0%
All Revenues	\$ 88,964,028	\$ 122,620,952	\$ 105,425,113	\$ 133,811,685	\$ 117,034,225	\$ 116,251,439	\$ 122,956,025	\$ 123,965,223	\$ 124,802,246	100.0%



City of Franklin, Tennessee
FY 2016 Operating Budget

Fund Summary: Other Funds - Departmental Summary

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Budget 2015</u>	<u>Estd 2015</u>	<u>Budget 2016</u>	<u>Difference '15 vs. '16</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Public Safety							
Drug Fund							
Opening Balance	\$ 144,788	\$ 121,781	\$ 165,436	\$ 165,436	\$ 231,118	\$ 65,682	39.7%
Revenues	\$ 86,358	\$ 171,821	\$ 173,161	\$ 164,140	\$ 173,161	\$ -	0.0%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 109,365	\$ 128,166	\$ 127,000	\$ 98,458	\$ 127,000	\$ -	0.0%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 121,781	\$ 165,436	\$ 211,597	\$ 231,118	\$ 277,279	\$ 65,682	31.0%
Finance & Administration							
Sanitation & Environmental Services Fund							
Opening Balance	\$ -	\$ -	\$ 405,119	\$ 405,119	\$ 415,010	\$ 9,891	2.4%
Revenues	\$ 7,648,732	\$ 7,465,413	\$ 8,148,820	\$ 7,798,539	\$ 7,825,777	\$ (323,043)	-4.0%
Expenses							
Personnel	\$ 2,890,104	\$ 3,026,093	\$ 2,914,293	\$ 2,849,712	\$ 2,912,850	\$ (1,443)	0.0%
Operations	\$ 4,697,078	\$ 3,943,088	\$ 4,884,527	\$ 4,938,936	\$ 4,912,927	\$ 28,400	0.6%
Capital	\$ 61,550	\$ 91,113	\$ 350,000	\$ -	\$ -	\$ (350,000)	-100.0%
Ending Balance	\$ -	\$ 405,119	\$ 405,119	\$ 415,010	\$ 415,010	\$ 9,891	2.4%
Transit System Fund							
Opening Balance	\$ -	\$ -	\$ 400,695	\$ 400,695	\$ 541,191	\$ 140,496	35.1%
Revenues	\$ 1,437,191	\$ 2,009,347	\$ 1,878,348	\$ 1,862,414	\$ 1,808,310	\$ (70,038)	-3.7%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 1,381,777	\$ 1,553,237	\$ 1,753,348	\$ 1,596,918	\$ 1,583,310	\$ (170,038)	-9.7%
Capital	\$ 55,414	\$ 55,415	\$ 125,000	\$ 125,000	\$ 225,000	\$ 100,000	80.0%
Ending Balance	\$ -	\$ 400,695	\$ 400,695	\$ 541,191	\$ 541,191	\$ 140,496	35.1%
Community & Economic Development							
Community Development Block Grant (CDBG) Fund							
Opening Balance	\$ (6,582)	\$ 23,545	\$ 23,717	\$ 23,717	\$ 21,513	\$ (2,204)	-9.3%
Revenues	\$ 192,586	\$ 198,920	\$ 264,754	\$ 210,473	\$ 274,806	\$ 10,052	3.8%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Surplus / (Deficit) All Funds	\$ 162,459	\$ 198,748	\$ 264,629	\$ 212,677	\$ 274,706	\$ 10,077	3.8%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 23,545	\$ 23,717	\$ 23,842	\$ 21,513	\$ 21,613	\$ (2,229)	-9.3%
Stormwater Fund							
Opening Balance	\$ 5,858,322	\$ 5,570,475	\$ 5,421,813	\$ 5,421,813	\$ 5,927,678	\$ 505,865	9.3%
Revenues	\$ 2,383,896	\$ 2,340,963	\$ 2,408,840	\$ 2,504,485	\$ 2,482,500	\$ 73,660	3.1%
Expenses							
Personnel	\$ 947,727	\$ 993,415	\$ 1,005,924	\$ 992,610	\$ 1,178,031	\$ 172,107	17.1%
Operations	\$ 614,311	\$ 969,342	\$ 777,888	\$ 668,209	\$ 1,080,277	\$ 302,389	38.9%
Capital	\$ 1,109,705	\$ 526,868	\$ 3,018,627	\$ 337,801	\$ 2,846,000	\$ (172,627)	-5.7%
Ending Balance	\$ 5,570,475	\$ 5,421,813	\$ 3,028,214	\$ 5,927,678	\$ 3,305,870	\$ 277,656	9.2%
Street Aid & Transportation Fund							
Opening Balance	\$ 16,563	\$ -	\$ 295,259	\$ 295,259	\$ 792,528	\$ 497,269	168.4%
Revenues	\$ 2,309,493	\$ 2,494,155	\$ 2,404,452	\$ 2,401,721	\$ 2,422,209	\$ 17,757	0.7%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 2,315,994	\$ 2,198,896	\$ 2,404,452	\$ 1,904,452	\$ 2,400,000	\$ (4,452)	-0.2%
Capital	\$ 10,062	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ -	\$ 295,259	\$ 295,259	\$ 792,528	\$ 814,737	\$ 519,478	175.9%



City of Franklin, Tennessee
FY 2016 Operating Budget

Fund Summary: Other Funds - Departmental Summary

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Budget 2015</u>	<u>Estd 2015</u>	<u>Budget 2016</u>	<u>Difference '15 vs. '16</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Road Impact Fund							
Opening Balance	\$ (1,240,129)	\$ (854,829)	\$ -	\$ -	\$ -	\$ -	0.0%
Revenues	\$ 3,276,075	\$ 4,082,685	\$ 3,800,000	\$ 2,980,603	\$ 5,770,361	\$ 1,970,361	51.9%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 2,890,775	\$ 3,227,856	\$ 2,980,603	\$ 2,980,603	\$ 2,739,169	\$ (241,434)	-8.1%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ (854,829)	\$ -	\$ 819,397	\$ -	\$ 3,031,192	\$ 2,211,795	269.9%
Special Funds							
Facilities Tax Fund							
Opening Balance	\$ 1,562,647	\$ 3,147,824	\$ 6,253,611	\$ 6,253,611	\$ 4,483,370	\$ (1,770,241)	-28.3%
Revenues	\$ 2,624,601	\$ 3,855,445	\$ 3,707,190	\$ 2,512,000	\$ 2,120,407	\$ (1,586,783)	-42.8%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 4,432	\$ 54,802	\$ 675,415	\$ 518,063	\$ 146,510	\$ (528,905)	-78.3%
Capital	\$ 1,034,992	\$ 694,856	\$ 3,952,500	\$ 3,764,178	\$ 4,460,000	\$ 507,500	12.8%
Ending Balance	\$ 3,147,824	\$ 6,253,611	\$ 5,332,886	\$ 4,483,370	\$ 1,997,267	\$ (3,335,619)	-62.5%
Hotel/Motel Tax Fund							
Opening Balance	\$ 2,103,083	\$ 1,124,507	\$ 1,971,048	\$ 1,971,048	\$ 1,960,253	\$ (10,795)	-0.5%
Revenues	\$ 2,470,748	\$ 3,242,135	\$ 2,855,480	\$ 3,010,124	\$ 3,246,619	\$ 391,139	13.7%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 1,912,075	\$ 1,651,181	\$ 2,335,577	\$ 2,250,919	\$ 2,470,727	\$ 135,150	5.8%
Capital	\$ 1,537,249	\$ 744,413	\$ 810,000	\$ 770,000	\$ 100,000	\$ (710,000)	-87.7%
Ending Balance	\$ 1,124,507	\$ 1,971,048	\$ 1,680,951	\$ 1,960,253	\$ 2,636,146	\$ 955,195	56.8%
Debt Service Fund							
Opening Balance	\$ 318,138	\$ 84,729	\$ 195,118	\$ 195,118	\$ 63,262	\$ (131,856)	-67.6%
Revenues	\$ 33,212,371	\$ 11,106,967	\$ 12,099,940	\$ 12,158,202	\$ 12,929,046	\$ 829,106	6.9%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 33,445,780	\$ 10,996,578	\$ 12,290,058	\$ 12,290,058	\$ 12,924,146	\$ 634,088	5.2%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ 84,729	\$ 195,118	\$ 5,000	\$ 63,262	\$ 68,162	\$ 63,162	1263.2%
In Lieu of Parkland Fund							
Opening Balance	\$ -	\$ -	\$ -	\$ -	\$ 2,491,967	\$ 2,491,967	100.0%
Revenues	\$ -	\$ -	\$ 2,280,119	\$ 2,491,967	\$ 1,530,323	\$ (749,796)	-32.9%
Expenses							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Ending Balance	\$ -	\$ -	\$ 2,280,119	\$ 2,491,967	\$ 4,022,290	\$ 1,742,171	76.4%
Water & Sewer Fund							
Opening Balance	\$ 7,268,534	\$ 15,043,450	\$ 18,315,005	\$ 18,315,005	\$ 18,758,430	\$ 443,425	2.4%
Revenues	\$ 25,471,938	\$ 23,187,312	\$ 22,351,089	\$ 22,076,089	\$ 23,495,359	\$ 1,144,270	5.1%
Expenses							
Personnel	\$ 4,669,801	\$ 4,765,815	\$ 5,298,339	\$ 5,123,339	\$ 5,412,599	\$ 114,260	2.2%
Operations	\$ 11,421,311	\$ 11,848,075	\$ 12,119,000	\$ 11,934,000	\$ 12,330,215	\$ 211,215	1.7%
Capital	\$ 1,605,910	\$ 3,301,867	\$ 4,925,325	\$ 4,575,325	\$ 4,948,607	\$ 23,282	0.5%
Ending Balance	\$ 15,043,450	\$ 18,315,005	\$ 18,323,430	\$ 18,758,430	\$ 19,562,368	\$ 1,238,938	6.8%



City of Franklin, Tennessee **FY 2016 Operating Budget**

Fund Summary

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 seven components: reserves for contingencies, emergencies, cash flow stabilization, debt service, and insurance, retiree health benefits, and, most recently, capital reserves. The City's goal is to maintain this account at a level equal to thirty-three percent (33%) of budgeted General Fund expenditures. For 2015-16, this reserve would be \$19,762,494, based on budgeted expenditures of \$59,886,344.

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, Tennessee

FY 2016 Operating Budget

General Fund Summary

Introduction

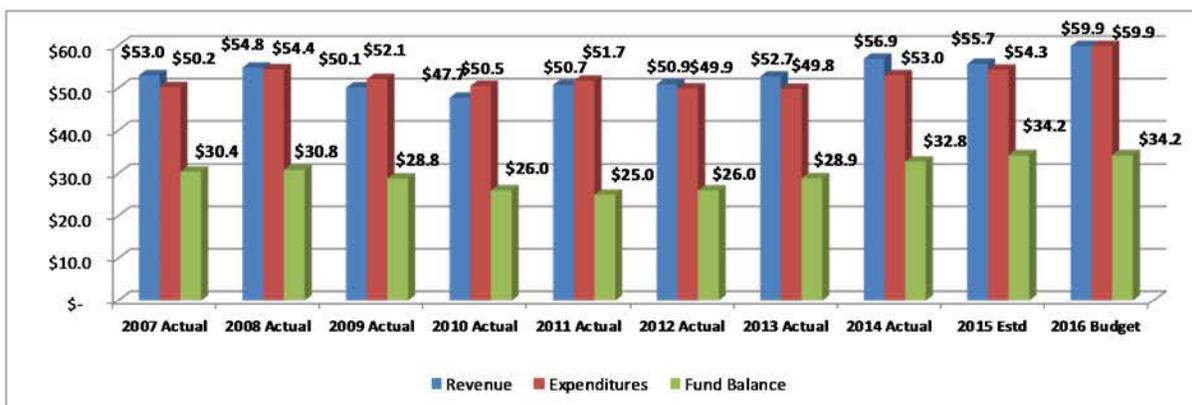
The general fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks. Although not the only fund (as demonstrated in the preceding pages), it is the largest and most important.

As proposed, fund balance equal to approximately 57% of annual expenditures is maintained at fiscal year-end 2015-16. This is in compliance with the Board's adopted reserve policy, which establishes a minimum benchmark of 33%.

General Fund Performance - FY 2012-2016

	Actual 2012	Actual 2013	Actual 2014	Budget 2015	Estimated 2015	Budget 2016
Beginning Fund Balance	24,961,769	26,011,331	28,890,118	32,714,451	32,714,451	34,102,125
+ Total General Fund Revenue	50,965,432	52,677,369	56,918,504	56,134,703	55,695,940	59,886,344
- Total General Fund Expenditures	49,915,870	49,798,582	53,094,171	56,134,703	54,308,266	59,886,344
Ending Fund Balance	26,011,331	28,890,118	32,714,451	32,714,451	34,102,125	34,102,125
*** Percent of Total Annual Revenues	51.0%	54.8%	57.5%	58.3%	61.2%	56.9%
*** Percent of Total Annual Expenditures	52.1%	58.0%	61.6%	58.3%	62.8%	56.9%

General Fund Performance – Ten Year Trend



	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Estd	2016 Budget
Revenue	\$ 53.0	\$ 54.8	\$ 50.1	\$ 47.7	\$ 50.7	\$ 50.9	\$ 52.7	\$ 56.9	\$ 55.7	\$ 59.9
Expenditures	\$ 50.2	\$ 54.4	\$ 52.1	\$ 50.5	\$ 51.7	\$ 49.9	\$ 49.8	\$ 53.0	\$ 54.3	\$ 59.9
Fund Balance	\$ 30.4	\$ 30.8	\$ 28.8	\$ 26.0	\$ 25.0	\$ 26.0	\$ 28.9	\$ 32.8	\$ 34.2	\$ 34.2

Note: Amounts above are in millions of dollars.



City of Franklin, Tennessee

FY 2016 Operating Budget

General Fund Summary

Introduction

Revenues

The 2015-2016 general fund budget has total estimated revenue available of \$59,886,344. In comparison to 2014-15 budgeted, estimated annual revenues for fiscal year 2014-15 are down 0.8%, and down 2.3% overall compared to the actual revenue for the fiscal year 2013-14 - due to grants which were not received. Healthy revenue growth is forecast for FY 2016, however. The local option sales tax continues to be the single largest source of revenue for the City, at 51.3% of the general fund total. For FY 2016, we project a growth rate above budgeted FY 2015 of 6.9% 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 19.0% of estimated general fund revenues.

Property tax the next largest source of revenue representing 9.6% 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.

Expenditures

Total estimated general fund expenditures are \$59,886,544. Total expenditures for fiscal year 2015-16 are up approximately 6.7% compared to the 2015 budget and up 10.3% compared to 2015's estimated actual. Within the approved budget, 70.4% is dedicated to employee wages and benefits, 24.7% to operational costs, 4.0% to capital equipment, and 0.9% to transfers to other funds (street aid, sanitation & environmental services operations, and transit).

The following pages provide a summary of planned expenditures for the fund, detailed modeling of the eleven major revenue categories which support the general fund, and targeted analyses of important trends, tax history, and financial performance.



City of Franklin, Tennessee
FY 2016 Operating Budget

General Fund - Departmental Summary

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Budget 2015</u>	<u>Estd 2015</u>	<u>Budget 2016</u>	<u>Difference '15 vs. '16</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Revenues							
Local Sales Tax	\$ 25,995,733	\$ 27,254,742	\$ 28,758,770	\$ 29,704,550	\$ 30,744,210	\$ 1,985,440	6.9%
State Shared Taxes	\$ 9,906,104	\$ 10,677,057	\$ 10,660,898	\$ 10,710,738	\$ 11,172,496	\$ 511,598	4.8%
Property Tax	\$ 6,457,052	\$ 6,266,420	\$ 5,396,034	\$ 5,487,332	\$ 5,263,794	\$ (132,240)	-2.5%
Alcohol Tax	\$ 3,323,302	\$ 3,373,143	\$ 3,615,310	\$ 3,506,323	\$ 3,601,389	\$ (13,921)	-0.4%
Franchise Fees	\$ 2,174,803	\$ 2,449,724	\$ 2,449,980	\$ 2,449,980	\$ 2,511,230	\$ 61,250	2.5%
Building Permits & Licenses	\$ 1,592,736	\$ 2,088,774	\$ 2,091,490	\$ 1,981,245	\$ 2,315,577	\$ 224,087	10.7%
Grants	\$ 1,353,926	\$ 520,921	\$ 1,288,539	\$ 265,695	\$ 1,968,539	\$ 680,000	52.8%
Court Fines & Fees	\$ 738,785	\$ 657,229	\$ 747,720	\$ 591,261	\$ 720,572	\$ (27,148)	-3.6%
In Lieu of Tax	\$ 339,808	\$ 325,018	\$ 306,131	\$ 306,131	\$ 306,131	\$ -	0.0%
Interest Income	\$ 166,679	\$ 189,013	\$ 179,820	\$ 137,599	\$ 197,802	\$ 17,982	10.0%
Other	\$ 628,441	\$ 3,116,463	\$ 640,011	\$ 555,086	\$ 1,084,605	\$ 444,594	69.5%
Total - General Fund Revenues	\$ 52,677,369	\$ 56,918,504	\$ 56,134,703	\$ 55,695,940	\$ 59,886,344	\$ 3,751,641	6.7%
Expenses							
Elected Officials	\$ 183,406	\$ 297,496	\$ 290,165	\$ 288,877	\$ 338,492	\$ 48,327	16.7%
Administration	\$ 478,456	\$ 445,982	\$ 527,149	\$ 538,336	\$ 541,180	\$ 14,031	2.7%
Human Resources	\$ 823,598	\$ 917,356	\$ 1,280,527	\$ 1,281,255	\$ 1,306,537	\$ 26,010	2.0%
Law	\$ 283,786	\$ 463,730	\$ 400,086	\$ 372,634	\$ 433,904	\$ 33,818	8.5%
Communications	\$ 300,211	\$ 317,233	\$ 331,894	\$ 330,564	\$ 349,943	\$ 18,049	5.4%
Capital Investment Planning	\$ 159,152	\$ 183,594	\$ 195,396	\$ 195,174	\$ 194,990	\$ (406)	-0.2%
Project and Facilities Management	\$ 634,151	\$ 729,970	\$ 1,100,047	\$ 730,389	\$ 1,134,450	\$ 34,403	3.1%
Revenue Management	\$ 166,427	\$ 359,289	\$ 182,699	\$ 216,201	\$ 219,588	\$ 36,889	20.2%
Police	\$ 13,589,016	\$ 13,849,781	\$ 14,021,684	\$ 13,303,570	\$ 14,297,274	\$ 275,590	2.0%
Fire	\$ 12,839,822	\$ 13,247,910	\$ 13,951,363	\$ 13,548,921	\$ 14,939,755	\$ 988,392	7.1%
Finance	\$ 687,679	\$ 716,542	\$ 798,757	\$ 781,712	\$ 811,632	\$ 12,875	1.6%
Information Technology	\$ 3,348,912	\$ 4,470,646	\$ 3,799,474	\$ 3,807,027	\$ 3,887,747	\$ 88,273	2.3%
Purchasing	\$ 134,412	\$ 162,559	\$ 187,218	\$ 170,745	\$ 189,082	\$ 1,864	1.0%
Municipal Court	\$ 217,568	\$ 236,117	\$ 235,593	\$ 214,368	\$ 315,495	\$ 79,902	33.9%
Building and Neighborhood Services	\$ 2,753,031	\$ 2,391,028	\$ 2,436,254	\$ 2,346,735	\$ 2,459,818	\$ 23,564	1.0%
Planning and Sustainability	\$ 1,216,935	\$ 1,419,450	\$ 1,564,386	\$ 1,364,653	\$ 1,632,294	\$ 67,908	4.3%
Engineering	\$ 631,300	\$ 674,927	\$ 914,758	\$ 651,441	\$ 903,897	\$ (10,861)	-1.2%
Traffic Operations Center (TOC)	\$ 1,005,894	\$ 424,264	\$ 2,629,677	\$ 890,754	\$ 3,061,104	\$ 431,427	16.4%
Parks	\$ 2,845,037	\$ 3,082,033	\$ 3,641,926	\$ 3,333,909	\$ 4,151,962	\$ 510,036	14.0%
Economic Development	\$ 46,313	\$ 52,811	\$ 69,730	\$ 69,730	\$ 70,008	\$ 278	0.4%
Streets - Maintenance Division	\$ 3,408,306	\$ 3,359,926	\$ 3,864,007	\$ 3,407,606	\$ 3,912,500	\$ 48,493	1.3%
Streets - Traffic Division	\$ 838,231	\$ 1,438,806	\$ 1,233,198	\$ 1,198,431	\$ 1,256,796	\$ 23,598	1.9%
Streets - Fleet Maintenance Division	\$ 596,448	\$ 773,916	\$ 827,613	\$ 854,766	\$ 1,038,138	\$ 210,525	25.4%
General Expenses	\$ 482,853	\$ (203,271)	\$ 555,908	\$ 535,155	\$ 1,455,717	\$ 899,809	161.9%
Appropriations	\$ 411,674	\$ 429,848	\$ 425,986	\$ 425,986	\$ 440,474	\$ 14,488	3.4%
Interfund Transfers*	\$ 1,715,965	\$ 2,852,228	\$ 669,208	\$ 3,449,327	\$ 543,569	\$ (125,639)	-18.8%
Total - General Fund Expenses	\$ 49,798,583	\$ 53,094,171	\$ 56,134,703	\$ 54,308,266	\$ 59,886,344	\$ 3,751,641	6.7%
General Fund Expenditures (by major category)							
Personnel	\$ 36,347,458	\$ 36,957,342	\$ 40,074,310	\$ 38,292,660	\$ 42,151,465	\$ 2,077,155	5.2%
Operations	\$ 11,965,084	\$ 14,688,938	\$ 14,142,893	\$ 15,440,550	\$ 15,361,179	\$ 1,218,286	8.6%
Capital	\$ 1,486,041	\$ 1,447,891	\$ 1,917,500	\$ 575,056	\$ 2,373,700	\$ 456,200	23.8%
Total - General Fund Expenses	\$ 49,798,583	\$ 53,094,171	\$ 56,134,703	\$ 54,308,266	\$ 59,886,344	\$ 3,751,641	6.7%
Surplus / (Deficit)	\$ 2,878,786	\$ 3,824,333	\$ 0	\$ 1,387,674	\$ 0		

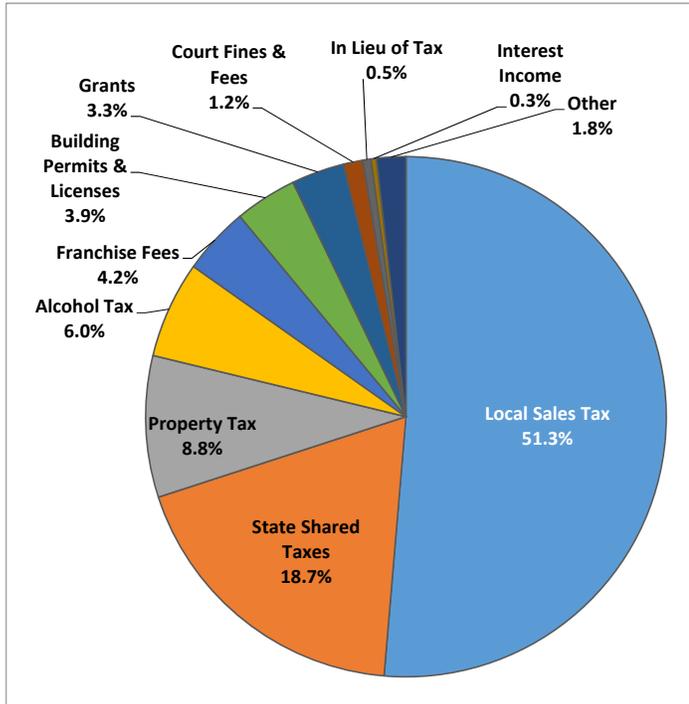
*Note: Interfund Transfers for FY 2015 Estimated include \$2,280,119 received in FY 2014 and transferred to create the In Lieu of Parkland Fund.



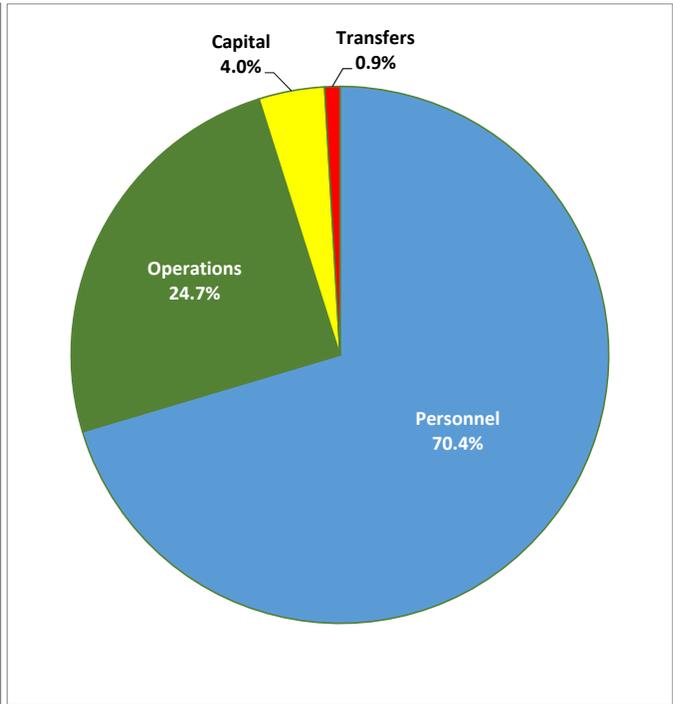
City of Franklin, Tennessee FY 2016 Operating Budget

General Fund - Departmental Summary

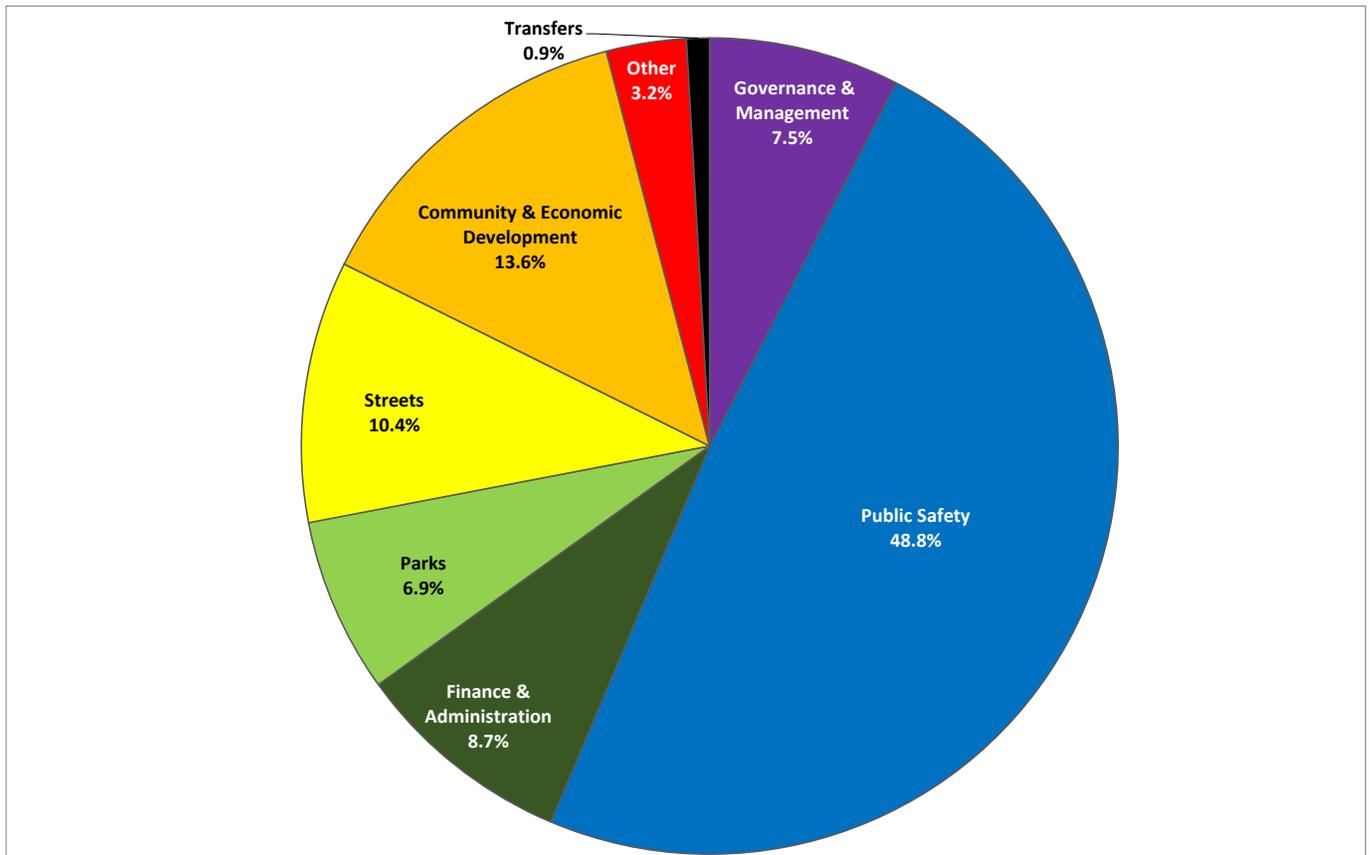
FY 2016 General Fund Revenues



FY 2016 General Fund Expenses



FY 2016 General Fund Expenses - By Function





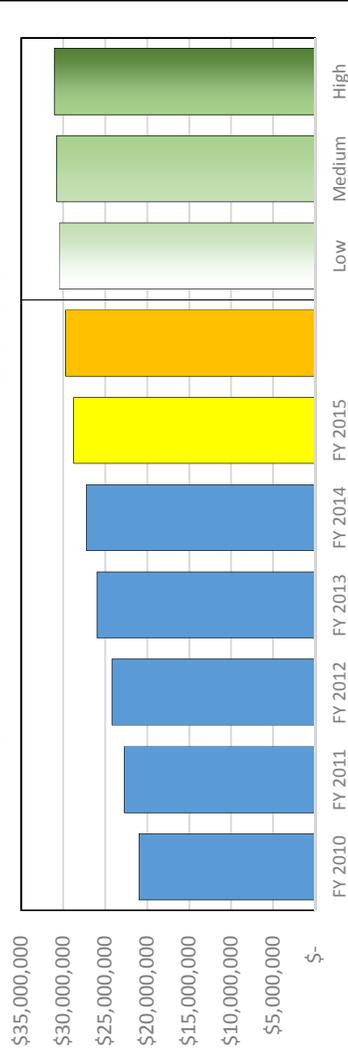
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Local Sales Tax	Percent of Total General Fund Revenues	51.3%
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Local Sales Tax is the City's primary revenue source. Roughly 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, starting in 2008 and continuing through the first half of 2010, due to the national economic situation, increased gas prices and increased competition from alternative shopping options in the region. However, a rebound started midway through FY 2010 and collections have exceeded the previous year's level for four consecutive years. This steady, continuous improvement is expected to continue in FY2016 & 2017.

Annual Sales Tax Revenue - FY 2010-2016



	Actual					Budget			Estimated			Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Low	Medium	High	Low	Medium	High	3-yr Average	5-Yr Average	10-Yr Average	20-Yr Average
July	1,646,449	1,769,523	1,925,395	2,003,719	2,113,374	2,197,910	2,344,867	2,368,553	2,392,239	2,344,867	2,368,553	2,392,239	\$ 25,815,963	\$ 24,227,675	\$ 23,115,356	\$ 17,652,035
August	1,711,487	1,774,021	1,843,928	2,101,518	2,115,836	2,200,470	2,352,679	2,376,444	2,400,208	2,352,679	2,376,444	2,400,208				
September	1,645,241	1,888,809	1,946,970	2,065,402	2,178,174	2,265,300	2,433,105	2,457,682	2,482,259	2,433,105	2,457,682	2,482,259				
October	1,639,767	1,767,404	1,881,099	2,026,866	2,117,978	2,202,700	2,384,387	2,408,472	2,432,557	2,384,387	2,408,472	2,432,557				
November	1,736,146	1,892,149	1,998,723	2,176,371	2,419,578	2,516,360	2,459,100	2,483,939	2,508,778	2,459,100	2,483,939	2,508,778				
December	2,479,640	2,670,491	2,902,675	3,012,759	3,097,595	3,221,500	3,428,316	3,462,945	3,497,575	3,428,316	3,462,945	3,497,575				
January	1,401,398	1,552,324	1,722,901	1,948,752	1,926,687	2,003,750	2,130,321	2,151,840	2,173,358	2,130,321	2,151,840	2,173,358				
February	1,521,898	1,628,745	1,729,002	1,856,748	1,973,541	2,052,480	1,947,480	1,967,151	1,986,823	1,947,480	1,967,151	1,986,823				
March	1,820,095	1,979,080	2,191,405	2,265,006	2,421,918	2,661,320	2,887,494	2,916,661	2,945,828	2,887,494	2,916,661	2,945,828				
April	1,719,674	1,866,180	1,897,741	2,168,372	2,201,566	2,304,680	2,500,545	2,525,803	2,551,061	2,500,545	2,525,803	2,551,061				
May	1,686,756	1,884,275	1,989,477	2,109,923	2,323,975	2,416,090	2,621,423	2,647,902	2,674,381	2,621,423	2,647,902	2,674,381				
June	1,961,270	2,047,664	2,168,095	2,260,297	2,364,520	2,716,210	2,947,049	2,976,817	3,006,586	2,947,049	2,976,817	3,006,586				
Totals	\$ 20,969,821	\$ 22,720,666	\$ 24,197,413	\$ 25,995,733	\$ 27,254,742	\$ 28,758,770	\$ 30,436,768	\$ 30,744,210	\$ 31,051,652	\$ 30,436,768	\$ 30,744,210	\$ 31,051,652				

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.

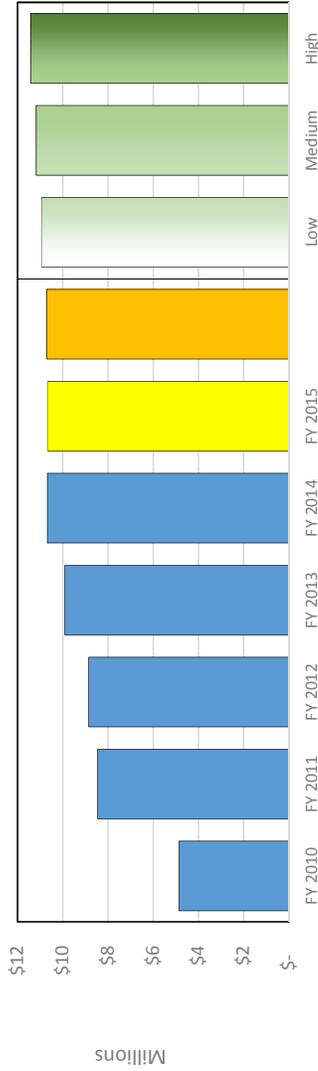


City of Franklin
Revenue Model

Fund: General Fund	Category: State Shared	Percent of Total General Fund Revenues 18.7%
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State Shared taxes: We receive significant revenue from the State in the form of shared taxes with distribution based primarily on population. The major sources are from the Sales Tax, Business Tax, Hall Income Tax (dividends / interest), TVA in Lieu Of, Beer Tax, Mixed Drink Taxes and the Bank Excise Tax. These are sent to us monthly or quarterly around the 20th except for the Income tax (annual) and the excise Tax which are semi-annual remittances. Results of the 2014 special census are anticipated to increase the City's share, estimated at approximately \$100 per person.

State Shared Tax Revenue - FY 2010-2016



	Actual				FY 2014	FY 2015	Estimated	Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013				Low	Medium	High		
Sales Tax (State)	3,600,721	3,767,317	4,242,695	4,324,811	4,496,081	4,804,530	4,978,634	5,101,357	5,152,886	5,204,415	3-yr Average	\$ 9,808,279
Beer Tax (State)	27,860	29,329	30,674	30,894	29,568	30,450	31,330	30,899	31,211	31,523		2.9%
State Excise Tax - BANK	55,176	13,498	15,260	38,427	94,685	94,685	115,165	96,082	97,052	98,023		
Increase in State Shared Taxes	-	-	-	-	-	323,463	-	-	-	-		
In Lieu of Tax (TVA)	618,580	632,821	722,090	712,731	691,474	712,240	769,380	751,784	759,378	766,972	5-Yr Average	\$ 8,547,680
Business License (Local Share)	-	261,720	283,442	318,552	320,747	318,810	241,709	323,512	326,780	330,048		4.9%
Transient/Peddler Bus. License	-	-	-	-	-	-	300	297	300	303	10-Yr Average	\$ 6,831,815
Business Tax (State)	-	2,518,958	2,754,341	3,151,224	3,048,468	3,126,720	3,126,720	3,173,621	3,204,888	3,236,155		5.6%
Income Tax (State)	559,348	1,228,236	793,173	1,329,465	1,996,034	1,250,000	1,447,500	1,450,000	1,600,000	1,750,000	20-Yr Average	\$ 4,668,339
Totals	\$ 4,861,686	\$ 8,451,880	\$ 8,841,675	\$ 9,906,104	\$ 10,677,057	\$ 10,660,898	\$ 10,710,738	\$ 10,927,553	\$ 11,172,496	\$ 11,417,439		18.7%

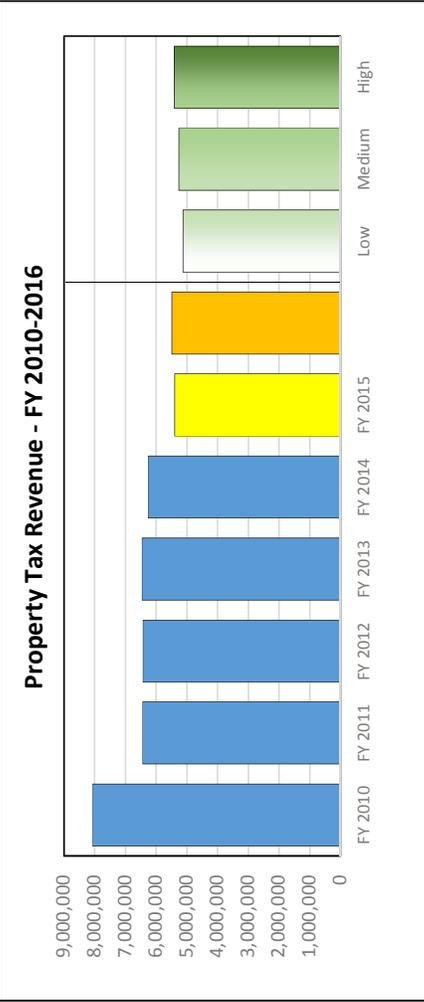
Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



City of Franklin
Revenue Model

Fund:	General Fund	Category:	Property Tax	Percent of Total General Fund Revenues	8.8%
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Property Tax: Citizens of Franklin pay property tax to two entities - the City of Franklin and Williamson County. Bills are issued on October 1st and are due by February 28th without penalty/interest. Historically, about 80% of property taxes are collected in December and February. The County is now collecting property tax for the City.



	Actual				Estimated	Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013		FY 2014	FY 2015	Low		Medium
Property Taxes	11,468,281	11,785,700	11,718,525	11,902,186	13,707,758	13,482,930	14,583,377	14,730,684	14,877,991	
Less: Due to IDB	(603,313)	(655,355)	(740,899)	(786,760)	(1,087,250)	(953,720)	(1,300,000)	(1,300,000)	(1,300,000)	
Less: Debt Service Fund	(2,851,481)	(4,952,567)	(4,830,155)	(4,779,633)	(6,443,176)	(6,443,176)	(7,426,254)	(7,426,254)	(7,426,254)	
Less: Unavailable Revenue (uncollected at year-end)	(280,879)	(216,551)	(154,909)	(148,036)	(150,000)	(150,000)	(151,500)	(153,000)	(154,500)	
Less: Capital Projects Set-Aside	-	-	-	-	(500,000)	(500,000)	(523,134)	(528,418)	(533,702)	
Less: Street Aid Set-Aside	-	-	-	-	(500,000)	(500,000)	(523,134)	(528,418)	(533,702)	
Pickups (primarily RR and Publ	276,430	370,138	339,166	218,645	220,000	220,000	222,200	224,400	226,600	
Plus: Prior Year Collections	53,779	107,483	94,849	50,650	240,000	240,000	242,400	244,800	247,200	
Totals	8,062,817	6,438,848	6,426,577	6,457,052	5,487,332	5,396,034	5,123,956	5,263,794	5,403,632	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.

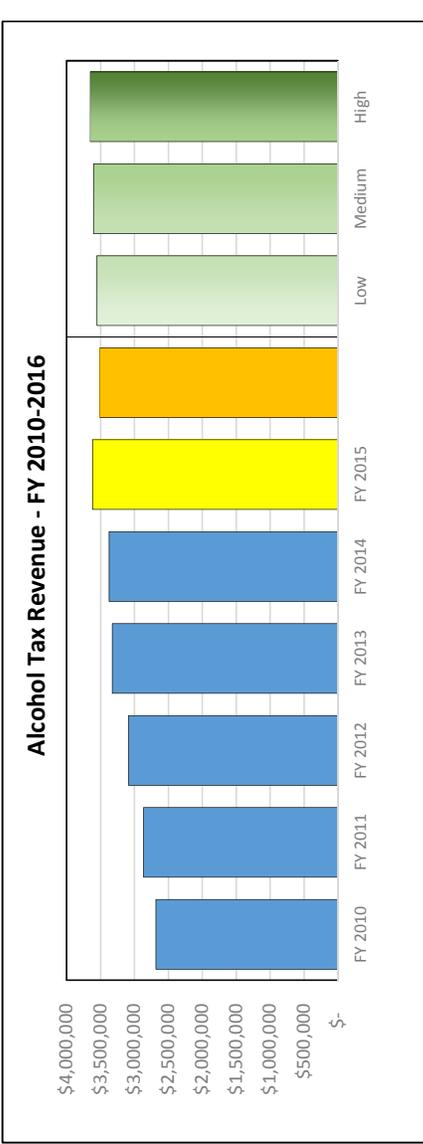


City of Franklin
Revenue Model

Fund: General Fund **Category:** Alcohol Tax **Percent of Total General Fund Revenues** 6.0%

Alcohol taxes (local): We receive wholesale beer/liquor revenue from distributors (these are not located locally) and privilege taxes from local businesses each month. This revenue comes in about the 20th of each month and is fairly consistent across the Fiscal year, with a slight falloff during the winter months.

The leveling forecast in Wholesale Beer Tax is due to a decision made by the state in 2013 to tax sales on volume sold and not total sales (volume x price). This has started to reduce collections, as is evident in the FY 2014 actual column.



	Actual				Budget	Estimated	Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013			FY 2014	FY 2015	Low		Medium
Beer Tax - Wholesale	1,339,821	1,421,683	1,503,877	1,585,289	1,671,710	1,523,298	1,546,147	1,569,340	1,592,880	3-yr Average	\$ 3,260,194
Beer Privilege Tax (Renewal)	18,427	19,918	21,195	21,517	21,900	21,650	21,975	22,304	22,639	5-Yr Average	\$ 3,065,901
Liquor Tax - Wholesale	810,970	854,254	915,105	1,015,623	1,095,467	1,151,488	1,168,760	1,186,292	1,204,086	10-Yr Average	\$ 2,738,144
Liquor Privilege Tax	65,005	72,005	75,205	91,920	91,460	93,130	94,527	95,945	97,384	20-Yr Average	\$ 2,066,251
Mixed Drink Tax	449,269	497,573	568,754	608,953	690,970	716,757	720,234	727,509	734,784		3.7%
Totals	\$ 2,683,493	\$ 2,865,433	\$ 3,084,136	\$ 3,323,302	\$ 3,615,310	\$ 3,506,323	\$ 3,551,643	\$ 3,601,389	\$ 3,651,773		

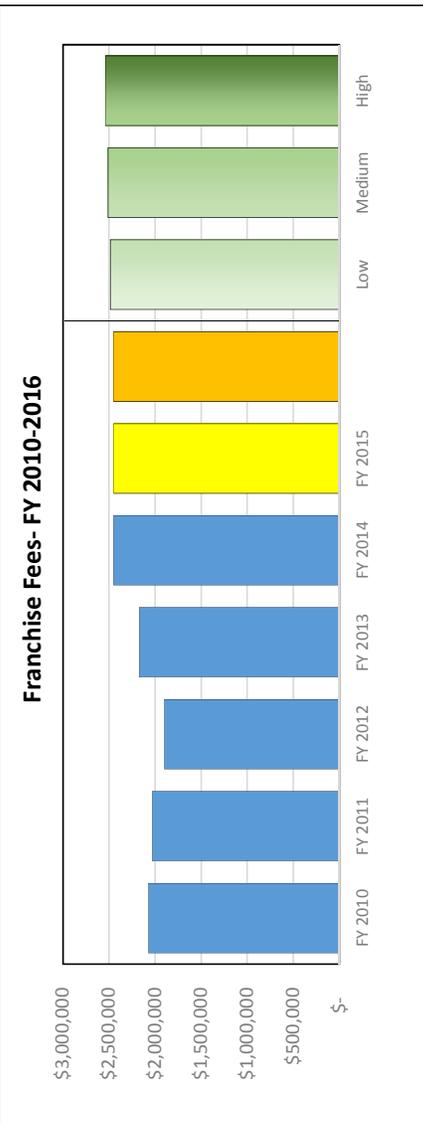
Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



City of Franklin
Revenue Model

Fund:	General Fund	Category:	Franchise Fees	Percent of Total General Fund Revenues	4.2%
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Franchise Fees: Collected by the City from cable and gas utility providers, franchise fees are payments received by the City from utility companies for the privilege of using City right of way to provide service within the City limits. These payments are received annually from Comcast Cable, Piedmont Energy and Atmos Energy. The City receives payments from AT&T on a quarterly basis. Payments are determined through terms set in the franchise agreements.



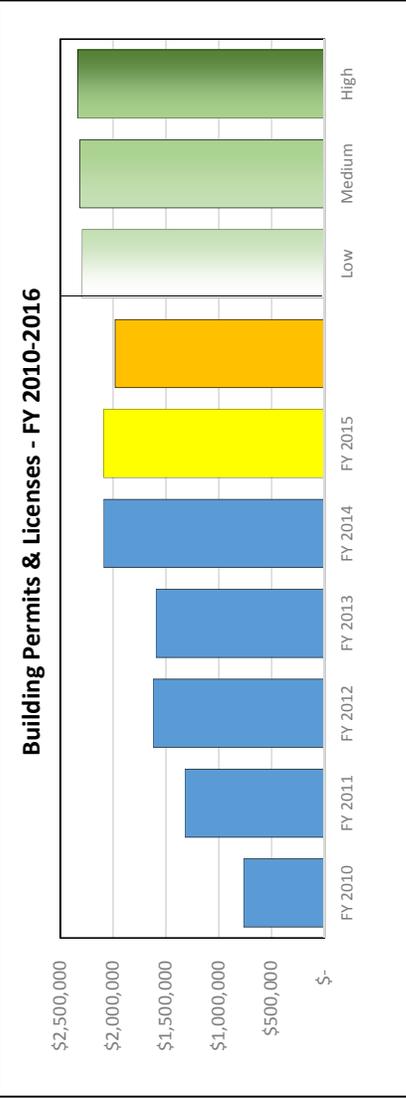
	Actual					Budget	Estimated	Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014			FY 2015	Low	Medium		High
ATMOS	1,167,895	1,084,874	897,371	1,148,193	1,351,330	1,311,600	1,311,600	1,331,274	1,344,390	1,357,506	3-yr Average	\$ 2,174,927
Comcast	800,834	797,921	820,050	827,377	875,035	910,040	910,040	923,691	932,791	941,891	5-Yr Average	4.2%
Piedmont	64,098	65,570	63,980	54,058	60,098	62,500	62,500	63,438	64,063	64,688	10-Yr Average	\$ 1,784,903
AT&T	41,206	82,164	118,853	145,175	163,261	165,840	165,840	168,328	169,986	171,644	20-Yr Average	\$ 1,148,160
Totals	\$ 2,074,032	\$ 2,030,529	\$ 1,900,254	\$ 2,174,803	\$ 2,449,724	\$ 2,449,980	\$ 2,449,980	\$ 2,486,730	\$ 2,511,230	\$ 2,535,729		3.0%
												3.7%

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



Fund: General Fund Category: Building Permits & Licenses Percent of Total General Fund Revenues 3.9%

Building Permits & Licenses: These fees are paid to the City to offset and pay for the staffing costs borne by the City to extend services due to construction growth. There has been growth in both residential and commercial sides of development. This revenue has been difficult to predict by month because permits are often obtained and fees paid in advance of construction. The fees in this group include building permits, electrical inspections, mechanical permits, plumbing permits, plans review fees, sign permits, reinspection fees, mechanical licenses, grading permits, plumbing license, consultant fees, cafe fees, and tree cutting permits.



	Actual			FY 2014	FY 2015	Estimated	Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012				FY 2013	FY 2014	Budget		Low
Mechanical License	6,800	5,200	4,000	3,500	3,640	4,477	3,695	3,731	3,767	3-yr Average	\$ 1,767,225
Mechanical Permits	74,420	105,506	151,167	183,383	190,670	163,451	193,530	195,437	197,343	5-Yr Average	\$ 1,477,315
Building Permits	430,901	820,111	855,409	1,343,978	1,340,440	1,185,798	1,360,547	1,373,951	1,387,355	10-Yr Average	\$ 1,755,224
Technology Fee	-	-	-	-	-	18,783	30,000	30,000	30,000	20-Yr Average	\$ 1,293,816
Building Reinspections	4,950	4,169	3,382	3,224	3,100	3,412	3,147	3,178	3,209		
Plumbing License	56,842	102,788	130,541	145,525	152,620	130,103	154,909	156,436	157,962		
Plumbing Permits	132,129	186,224	371,001	281,106	314,620	263,345	319,339	322,486	325,632		
Electrical Inspections	42,809	66,869	80,349	17,732	50,000	38,563	50,750	51,250	51,750		
Planning Fees (Plans Review)	3,513	11,054	716	1,000	1,200	2,000	1,218	1,230	1,242		
Consultant Fees	2,300	3,920	9,600	16,872	12,000	13,914	12,180	12,300	12,420		
Reinspection Fees	7,364	9,459	10,456	9,895	10,000	10,621	10,150	10,250	10,350		
Sign Permits	795	-	420	8,590	1,000	-	1,015	1,025	1,035		
Café Fees	1,000	-	-	-	-	-	-	-	-		
Grass Cutting	50	25	25	-	100	-	102	103	104		
Tree Cutting Permits	2,300	3,400	3,100	3,000	4,100	-	4,162	4,203	4,244		
Grading Permits	-	-	-	70,969	8,000	146,778	148,500	150,000	151,500		
Roadway Inspections	-	-	-	-	-	-	-	-	-		
Totals	\$ 766,173	\$ 1,318,725	\$ 1,620,166	\$ 2,088,774	\$ 2,091,490	\$ 1,981,245	\$ 2,293,242	\$ 2,315,577	\$ 2,337,912		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1991-2014 & Estimates from Finance & Revenue Management Departments.

Notes: FY 2015 seems to be underperforming budget. Should FY 2016 be modified downward? How much should we add for the Roadway Inspections?



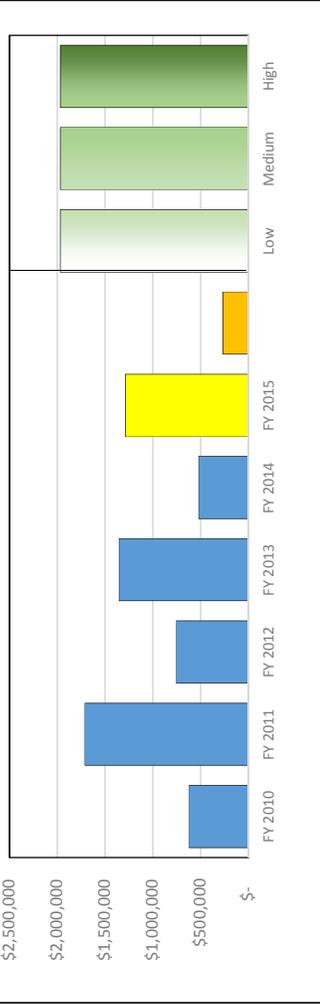
City of Franklin
Revenue Model

Fund: General	Category: Grants	Percent of Total General Fund Revenues 3.3%
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Grants (Federal/State): In 2014, these grants consisted of the Traffic Operations Center (\$2,000,000), parks grants (\$341,717) and funds outstanding from FEMA/TEMA for the May 2010 Flood (\$100,000). In 2015, these grants consisted of money for the TOC (\$1,000,000), various Parks Grants (\$223,103) and several other grants.

Please note: Although the City has received other grants such as the Hazard Mitigation Program, only those budgeted in prior years are included within the preliminary estimates.

Grants Revenue - FY 2010-2016



	Actual			Budget	Estimated	Forecasts (FY 2016)			Averages
	FY 2010	FY 2011	FY 2012			FY 2013	FY 2014	Low	
FEMA Grant	-	353,073	-	-	-	-	-	-	3-yr Average \$ 876,740
May 2010 Flood	-	-	-	-	-	63,622	-	-	5-Yr Average \$ 992,215
Emergency Shelter Grant	25,944	34,756	39,864	24,612	45,436	34,423	45,436	45,436	10-Yr Average \$ 716,711
Police Equipment Grant #7	-	-	-	10,131	-	-	-	-	20-Yr Average \$ 618,597
Federal Grant - Ballistic Vests	-	4,400	5,549	11,235	10,000	8,094	10,000	10,000	5.4%
Highway Safety Grant	-	2,208	27,459	50,019	10,000	38,147	10,000	10,000	
Fight Impaired Driving Grant	18,971	-	-	-	-	-	-	-	
Various	-	-	100,933	222,307	-	-	-	-	
Federal Grant - TOC	412,424	145,754	100,933	222,307	1,000,000	190,800	1,680,000	1,680,000	
Preservation Plan Grant	-	20,000	-	-	-	-	-	-	
Preservation Plan Grant (Federal)	-	-	-	175,596	-	-	-	-	
Parks Grants	-	-	453	50,085	223,103	22,708	223,103	223,103	
Loop Eastern Flank	1,500	-	1,500	-	-	-	-	-	
Miscellaneous Grants	-	52,424	286	2,850	-	44	-	-	
TN Dept of Agriculture	16,376	2,855	-	-	-	-	-	-	
Federal ARRA #1 - Dept of Justice	-	33,723	-	12,607	-	-	-	-	
Federal ARRA #2 - Dept of Energy	22,062	560,116	11,522	-	-	-	-	-	
Federal ARRA - TOC	123,000	499,656	566,185	-	-	-	-	-	
HGMP-1909-0049	-	-	-	794,484	-	156,020	-	-	
HGMP-1909-0061	-	-	-	-	-	7,063	-	-	
In-Kind Contributions	-	1,614	1,621	-	-	-	-	-	
Totals	\$ 620,277	\$ 1,710,579	\$ 755,372	\$ 1,353,926	\$ 520,921	\$ 1,288,539	\$ 1,968,539	\$ 1,968,539	

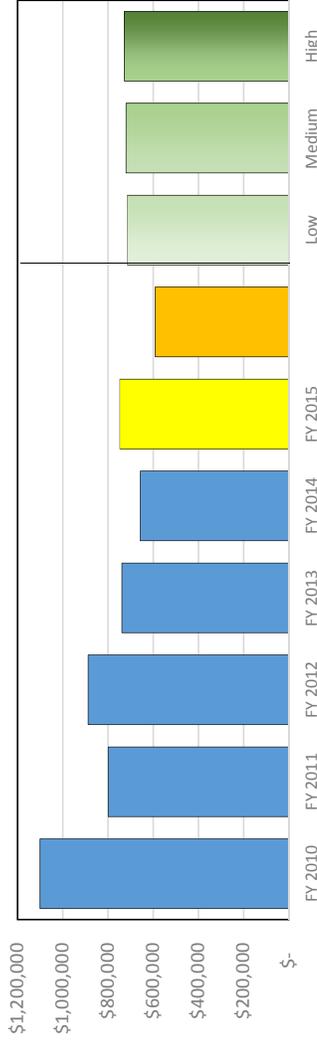
Source: City of Franklin, Comprehensive Annual Financial Reports...1990-2014 & Estimates from Finance & Revenue Management Departments.



Fund: General Fund **Category: Court Fines & Fees** **Percent of Total General Fund Revenues** **1.2%**

Court Fines & Fees: The City Court collects fees/fines for traffic violations and property maintenance violations. A major initiative was taken in 2013 to submit outstanding debts to a collection agency. The primary reason for a revenue decrease in 2013 and 2014 is a change in accounting to net amounts due the State against revenue, rather than show those amounts under expenditures in Revenue Management. (with that change, Revenue Management's expenditures were lower as well.) Revenues are anticipated to be lower in FY 2015 than budgeted, so FY 2016 estimates are based in line with FY 2014 actuals.

Court Fines & Fees Revenue - FY 2010-2016



	Actual					Budget	Estimated	Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014			FY 2015	Low	Medium		High
Court Costs	-	-	-	53,371	1,160	1,000	190	1,015	1,025	1,035	3-yr Average	\$ 761,121
Fines/Fees - Mun Court	986,017	714,013	808,105	375,719	297,088	408,670	298,695	331,840	335,109	338,379	5-Yr Average	\$ 836,471
Court-Local Litigation Tax	-	-	-	9,728	11,027	10,000	8,246	10,150	10,250	10,350	10-Yr Average	\$ 840,889
Court-Bad Check	-	-	-	920	525	1,000	181	1,015	1,025	1,035	20-Yr Average	\$ 674,092
Court Collection Fee	-	-	-	-	-	-	2	-	-	-		
Delinquent Court Fees & Fines	-	-	-	35,282	35,261	25,630	22,672	26,014	26,271	26,527		
Court-Driving School	-	-	-	33,248	108,442	96,790	75,929	98,242	99,210	100,178		
Court-Admin Fee	-	-	-	2,803	2,739	2,000	1,472	2,030	2,050	2,070		
Fines - Gen Sessions	65,833	67,107	63,746	79,344	71,762	77,500	71,654	78,663	79,438	80,213		
Fines - Circuit Court	-	-	-	-	-	-	-	-	-	-		
Parking Fines - Mun Court	48,728	17,295	13,813	17,744	12,070	15,000	11,490	15,225	15,375	15,525		
Fines - Traffic Offenses	-	-	-	126,898	113,242	107,630	97,430	87,396	88,257	89,118		
FTA - Fine	-	-	-	3,725	3,913	2,500	3,300	2,538	2,563	2,588		
Technology Fee	-	-	-	-	-	-	-	60,000	60,000	60,000		
Drug Fines (Circuit Court)	-	-	-	-	-	-	-	-	-	-		
Drug Fines Received (PD)	-	-	-	-	-	-	-	-	-	-		
Confiscated Goods (Federal)	-	-	-	-	-	-	-	-	-	-		
Confiscated Goods (State)	-	-	1,685	3	-	-	-	-	-	-		
Totals	\$ 1,100,578	\$ 798,415	\$ 887,349	\$ 738,785	\$ 657,229	\$ 747,720	\$ 591,261	\$ 714,127	\$ 720,572	\$ 727,016		

Source: City of Franklin, Comprehensive Annual Financial Reports--1990-2014 & Estimates from Finance & Revenue Management Departments.



Fund: General Fund

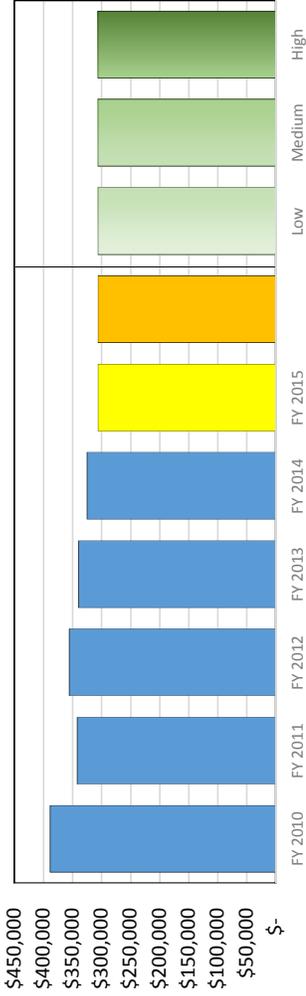
Category: In Lieu of Tax

Percent of Total General Fund Revenues

0.5%

In Lieu Of Tax: Payments in lieu of tax are made primarily by various local entities, such as Franklin Housing authority, Nissan, Healthways, Verizon, CHS and Hackson National Life, that have leases through a local government Industrial Board. The local payments are made annually.

In Lieu of Tax Revenue - FY 2010-2016



	Actual					Budget	Estimated	Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014			Low	Medium	High		
Franklin Housing Authority	71,800	37,360	30,567	17,846	14,090	14,090	14,090	14,090	14,090	14,090	3-yr Average	\$ 340,153
Nissan (TIF District)	188,195	186,510	167,329	165,581	166,572	166,572	166,572	166,572	166,572	166,572	5-Yr Average	\$ 350,058
Nissan Personal Property	22,665	16,382	13,380	12,025	-	12,025	12,025	12,025	12,025	12,025	10-Yr Average	\$ 264,045
Healthways (pilot ends 2016)	49,572	49,572	43,835	43,835	43,835	43,835	43,835	43,835	43,835	43,835		0.8%
Verizon (pilot ends 2014)	31,540	31,540	30,912	30,912	30,912	-	-	-	-	-		
Community Health Systems (CHS)	24,408	20,288	26,487	26,487	26,487	26,487	26,487	26,487	26,487	26,487		
Jackson National Life	-	-	43,122	43,122	43,122	43,122	43,122	43,122	43,122	43,122		
Totals	\$ 388,180	\$ 341,652	\$ 355,632	\$ 339,808	\$ 325,018	\$ 306,131	\$ 306,131	\$ 306,131	\$ 306,131	\$ 306,131	\$ 306,131	\$ 306,131

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.

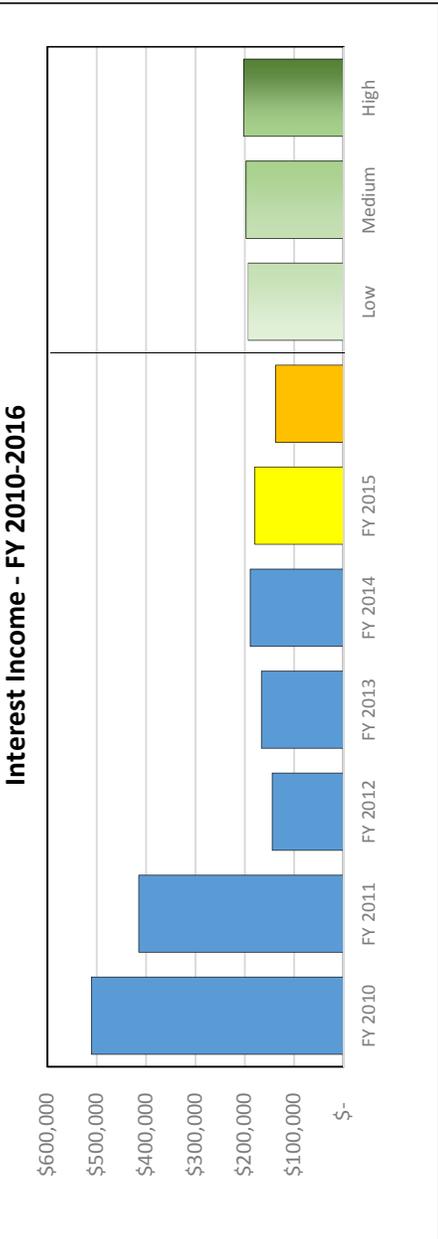


City of Franklin
Revenue Model

Fund:	General Fund	Category:	Interest Income	Percent of Total General Fund Revenues	0.3%
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Interest Income: This revenue source is bank interest and investment earnings on temporarily idle funds. This revenue has been adversely affected significantly in recent years due to the low interest rate environment. It is anticipated that short term interest rates will remain low during the next fiscal year.

It should be noted that negative amounts shown herein reflect annual reallocation of interest income earned to all funds. All initial interest income is collected within the General Fund and then apportioned out to respective funds.



	Actual					Budget	Estimated	Forecasts (FY 2016)			Averages		
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014			FY 2015	Low	Medium		High	
	July			(37,631)	14,660			12,902	13,160	12,079		14,147	14,476
August			31,626	15,474	10,925	11,140	11,665	11,976	12,254	12,533	\$	\$ 166,755	
September			28,313	15,213	20,011	20,410	(768)	21,941	22,451	22,961		2.6%	
October			30,599	16,050	11,983	12,220	12,220	13,137	13,442	13,748		5-Yr Average	\$ 285,414
November			23,860	13,859	11,477	18,260	12,708	19,630	20,086	20,543			\$ -7.4%
December	Breakout	Breakout	23,825	38,735	(11,547)	19,020	18,226	20,447	20,922	21,398		10-Yr Average	\$ 683,365
January	N/A	N/A	24,084	13,314	14,444	14,730	13,614	15,835	16,203	16,571			-7.4%
February			22,392	13,204	14,059	20,880	15,043	22,446	22,968	23,490		20-Yr Average	\$ 687,699
March			26,115	6,442	13,110	15,920	15,222	17,114	17,512	17,910			-5.0%
April			27,308	20,582	16,422	23,430	21,437	25,187	25,773	26,359			
May			24,495	11,978	16,316	17,840	17,596	19,178	19,624	20,070			
June			(80,412)	(12,832)	58,911	(7,190)	(11,444)	(7,729)	(7,909)	(8,089)			
Totals	\$ 511,380	\$ 415,422	\$ 144,574	\$ 166,679	\$ 189,013	\$ 179,820	\$ 137,599	\$ 193,307	\$ 197,802	\$ 202,298			

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



Fund: General Fund

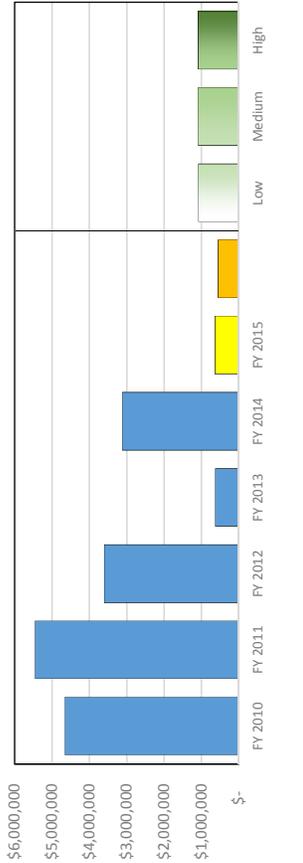
Category: Other

Percent of Total General Fund Revenues

1.8%

Other: This catch-all revenue category comprises all other individual categories of General Fund Revenue. Traditionally the largest components are one-time receipts, such as contributions from developers. Other Revenue can fluctuate greatly from year to year.

Other General Fund Revenue - FY 2010-2016



	Actual						Budget			Estimated			Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2015	Low	Medium	High	Low	Medium	High	Low	Medium		High
City Tax Relief	(6,875)	(6,735)	(6,406)	(7,720)	(6,517)	(7,000)	(6,500)										
Prop Taxes - P&I	45,858	51,707	56,405	49,501	35,819	50,000	47,858	50,750	51,250	51,750	50,750	51,250	51,750	50,750	51,250	51,750	
Business Tax	2,619,428	8,302	9,882	11,090	9,002	12,240	11,880	12,424	12,546	12,668	12,424	12,546	12,668	12,424	12,546	12,668	
Planning Fees (Rezoning)	2,050	2,500	8,594	5,826	39,237	10,000	28,502	10,150	10,250	10,350	10,150	10,250	10,350	10,150	10,250	10,350	
Planning Fees (Site Plans)	18,260	37,860	41,600	70,161	46,138	62,880	47,060	63,823	64,452	65,081	63,823	64,452	65,081	63,823	64,452	65,081	
Planning Fees (Plat Submittal)	9,980	16,400	20,443	42,837	89,000	65,000	66,435	65,975	66,625	67,275	65,975	66,625	67,275	65,975	66,625	67,275	
Planning Fees (Misc Planning)	11,122	16,945	13,986	42,531	7,671	20,000	18,313	20,300	20,500	20,700	20,300	20,500	20,700	20,300	20,500	20,700	
Beer Permits (New Applic Fee)	14,250	14,500	12,750	13,000	13,700	12,270	13,842	12,454	12,577	12,699	12,454	12,577	12,699	12,454	12,577	12,699	
Yard Sale Permits	9,755	8,800	9,635	8,660	9,295	9,000	3,948	9,135	9,225	9,315	9,135	9,225	9,315	9,135	9,225	9,315	
Taxi Operator Fees	250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Alarm Permits	22,460	21,874	22,800	23,835	29,130	30,000	29,758	30,450	30,750	31,050	30,450	30,750	31,050	30,450	30,750	31,050	
Miscellaneous Permits	4,600	1,700	4,405	4,100	2,300	5,000	3,900	5,075	5,125	5,175	5,075	5,125	5,175	5,075	5,125	5,175	
In Lieu of Parkland	-	-	-	-	2,280,119	-	-	-	-	-	-	-	-	-	-	-	-
Water & Sewer Admin Fees	1,373,311	1,512,063	1,823,176	-	-	-	-	-	-	-	-	-	-	-	-	-	
Reimb from Other Funds	145,000	252,010	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
ADMIN SERVICES PROVIDED BY GENERAL TO STORMWATER	-	252,010	150,144	-	-	-	-	-	-	-	-	-	-	-	-	-	
ADMIN SERVICES PROVIDED BY GENERAL TO SANITATION	-	-	171,593	-	-	-	-	-	-	-	-	-	-	-	-	-	
Regional Fire Training	300	1,000	275	3,000	3,000	3,000	-	3,045	3,075	3,105	3,045	3,075	3,105	3,045	3,075	3,105	
Maps Sold	2,170	1,717	1,529	2,798	1,476	1,000	1,382	1,015	1,025	1,035	1,015	1,025	1,035	1,015	1,025	1,035	
Plans Sold	-	3,775	4,500	2,850	700	2,000	1,128	2,030	2,050	2,070	2,030	2,050	2,070	2,030	2,050	2,070	
Records Sold	-	-	-	19	1,130	1,200	26	1,218	1,230	1,242	1,218	1,230	1,242	1,218	1,230	1,242	
Accident Reports	33,526	35,470	4,010	450	199	500	627	508	513	518	508	513	518	508	513	518	
Fingerprinting Fees	895	1,480	1,170	-	-	1,500	-	1,523	1,538	1,553	1,523	1,538	1,553	1,523	1,538	1,553	
Sex Offender Registry	1,635	2,100	1,650	2,100	2,350	2,000	-	2,030	2,050	2,070	2,030	2,050	2,070	2,030	2,050	2,070	
License Seizure Fees	-	865	3,350	485	675	1,500	515	1,523	1,538	1,553	1,523	1,538	1,553	1,523	1,538	1,553	
Citizen's Police Academy	1,625	-	-	1,820	-	2,000	-	2,030	2,050	2,070	2,030	2,050	2,070	2,030	2,050	2,070	
Background Checks	-	-	615	-	-	1,000	-	1,015	1,025	1,035	1,015	1,025	1,035	1,015	1,025	1,035	
3rd Party Billable OT	10,005	-	176	-	-	-	-	-	-	-	-	-	-	-	-	-	
Police Extra Duty	-	15,432	44,585	47,810	35,478	50,000	36,275	50,750	51,250	51,750	50,750	51,250	51,750	50,750	51,250	51,750	
Compost Voucher (Non-Refundable)	-	940	6,100	7,160	7,400	3,000	1,880	3,045	3,075	3,105	3,045	3,075	3,105	3,045	3,075	3,105	



Fund: General Fund

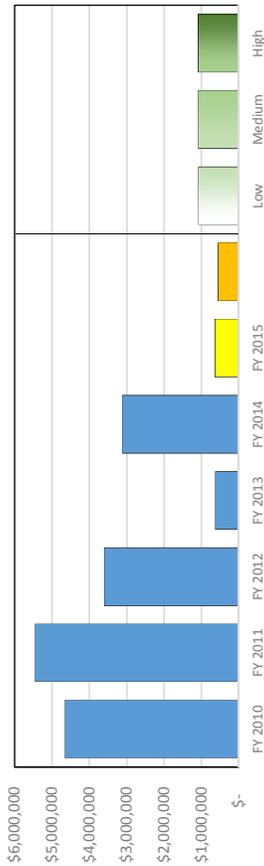
Category: Other

Percent of Total General Fund Revenues

1.8%

Other: This catch-all revenue category comprises all other individual categories of General Fund Revenue. Traditionally the largest components are one-time receipts, such as contributions from developers. Other Revenue can fluctuate greatly from year to year.

Other General Fund Revenue - FY 2010-2016



	Actual			Budget		Estimated		Forecasts (FY 2016)		
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Low	Medium	High	
Hazardous Materials Recovery	-	-	5	-	-	-	-	-	-	-
Charge Station Fees	-	-	-	-	-	250	254	256	259	-
Beer Board Violations	-	-	9,500	-	3,000	1,000	1,015	1,025	1,035	1,035
Bldg & Street Stds Appeals Fees	-	250	500	500	-	1,000	1,015	1,025	1,035	1,035
Bus Tax Recording Fees	18,812	3,149	2,847	3,233	1,893	3,000	3,045	3,075	3,105	3,105
Tree Bank Fees	50,302	5,730	12,547	-	-	1,000	54,559	54,569	54,579	54,579
Rebates on Purchases	25,511	29,572	37,923	55,675	60,280	65,000	65,975	66,625	67,275	67,275
Rent - Mall & Other	21,001	2,116	1	1	1	1	1	1	1	1
Park Concessions	26,081	27,769	35,297	19,895	46,731	45,310	45,990	46,443	46,896	46,896
Sale of Surplus Assets	21,389	66,781	47,552	97,844	79,364	60,000	60,900	61,500	62,100	62,100
Electrical Charging Stations	-	-	-	214	819	360	365	369	373	373
Insurance Reimbursements	75,000	110,404	-	-	-	-	-	-	-	-
Called Performance Bonds	-	-	-	-	195,000	-	-	-	-	-
Miscellaneous Other Revenue	89,308	101,290	96,144	118,766	122,073	125,000	126,875	128,125	129,375	129,375
CAPITAL ALLOCATION FROM F/B	-	2,848,420	952,607	-	-	-	375,050	375,050	375,050	375,050
Totals	\$ 4,647,009	\$ 5,448,196	\$ 3,601,890	\$ 628,441	\$ 3,116,463	\$ 640,011	\$ 1,078,205	\$ 1,084,605	\$ 1,091,005	\$ 1,091,005

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2016 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Budget 2015</u>	<u>Estd 2015</u>	<u>Budget 2016</u>	<u>Difference '15 vs. '16</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Governance & Management							
Elected Officials							
Personnel	\$ 141,275	\$ 196,878	\$ 230,272	\$ 230,285	\$ 232,906	\$ 2,634	1.1%
Operations	\$ 42,131	\$ 100,618	\$ 59,893	\$ 58,592	\$ 105,586	\$ 45,693	76.3%
Total - Elected Officials	\$ 183,406	\$ 297,496	\$ 290,165	\$ 288,877	\$ 338,492	\$ 48,327	16.7%
Administration							
Personnel	\$ 470,738	\$ 477,805	\$ 488,390	\$ 499,301	\$ 509,227	\$ 20,837	4.3%
Operations	\$ 7,718	\$ (31,823)	\$ 38,759	\$ 39,035	\$ 31,953	\$ (6,806)	-17.6%
Total - Administration	\$ 478,456	\$ 445,982	\$ 527,149	\$ 538,336	\$ 541,180	\$ 14,031	2.7%
Human Resources							
Personnel	\$ 747,009	\$ 805,919	\$ 865,735	\$ 848,832	\$ 872,420	\$ 6,685	0.8%
Operations	\$ 76,589	\$ 92,029	\$ 386,792	\$ 393,495	\$ 434,116	\$ 47,324	12.2%
Capital		\$ 19,408	\$ 28,000	\$ 38,928	\$ -	\$ (28,000)	-100.0%
Total - Human Resources	\$ 823,598	\$ 917,356	\$ 1,280,527	\$ 1,281,255	\$ 1,306,537	\$ 26,010	2.0%
Law							
Personnel	\$ 266,340	\$ 324,491	\$ 337,703	\$ 334,791	\$ 372,985	\$ 35,282	10.4%
Operations	\$ 17,446	\$ 139,239	\$ 62,383	\$ 37,843	\$ 60,919	\$ (1,464)	-2.3%
Total - Law	\$ 283,786	\$ 463,730	\$ 400,086	\$ 372,634	\$ 433,904	\$ 33,818	8.5%
Communications							
Personnel	\$ 291,654	\$ 314,354	\$ 313,072	\$ 311,847	\$ 333,799	\$ 20,727	6.6%
Operations	\$ 8,557	\$ 2,879	\$ 18,822	\$ 18,717	\$ 16,144	\$ (2,678)	-14.2%
Total - Communications	\$ 300,211	\$ 317,233	\$ 331,894	\$ 330,564	\$ 349,943	\$ 18,049	5.4%
Capital Investment Planning							
Personnel	\$ 188,107	\$ 205,105	\$ 212,051	\$ 223,543	\$ 213,839	\$ 1,788	0.8%
Operations	\$ (28,955)	\$ (21,511)	\$ (16,655)	\$ (28,369)	\$ (18,849)	\$ (2,194)	13.2%
Total - Capital Investment Planning	\$ 159,152	\$ 183,594	\$ 195,396	\$ 195,174	\$ 194,990	\$ (406)	-0.2%
Project and Facilities Management							
Personnel	\$ 357,349	\$ 376,397	\$ 417,192	\$ 379,488	\$ 424,063	\$ 6,871	1.6%
Operations	\$ 276,802	\$ 353,573	\$ 645,855	\$ 314,342	\$ 664,037	\$ 18,182	2.8%
Capital			\$ 37,000	\$ 36,559	\$ 46,350	\$ 9,350	25.3%
Total - Project and Facilities Management	\$ 634,151	\$ 729,970	\$ 1,100,047	\$ 730,389	\$ 1,134,450	\$ 34,403	3.1%
Revenue Management							
Personnel	\$ 978,672	\$ 991,072	\$ 803,083	\$ 812,554	\$ 839,970	\$ 36,887	4.6%
Operations	\$ (812,245)	\$ (631,783)	\$ (620,384)	\$ (596,353)	\$ (620,382)	\$ 2	0.0%
Total - Revenue Management	\$ 166,427	\$ 359,289	\$ 182,699	\$ 216,201	\$ 219,588	\$ 36,889	20.2%
Public Safety							
Police							
Personnel	\$ 10,524,318	\$ 10,635,743	\$ 11,188,617	\$ 10,549,789	\$ 11,325,035	\$ 136,418	1.2%
Operations	\$ 3,064,698	\$ 3,214,038	\$ 2,833,067	\$ 2,753,781	\$ 2,972,239	\$ 139,172	4.9%
Total - Police	\$ 13,589,016	\$ 13,849,781	\$ 14,021,684	\$ 13,303,570	\$ 14,297,274	\$ 275,590	2.0%
Fire							
Personnel	\$ 11,128,037	\$ 11,644,069	\$ 11,839,212	\$ 11,755,520	\$ 12,475,152	\$ 635,940	5.4%
Operations	\$ 1,636,048	\$ 1,603,841	\$ 2,052,151	\$ 1,733,401	\$ 2,464,603	\$ 412,452	20.1%
Capital	\$ 75,737		\$ 60,000	\$ 60,000	\$ -	\$ (60,000)	-100.0%
Total - Fire	\$ 12,839,822	\$ 13,247,910	\$ 13,951,363	\$ 13,548,921	\$ 14,939,755	\$ 988,392	7.1%



City of Franklin, Tennessee
FY 2016 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Budget 2015</u>	<u>Estd 2015</u>	<u>Budget 2016</u>	<u>Difference '15 vs. '16</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Finance & Administration							
Finance							
Personnel	\$ 706,200	\$ 772,560	\$ 800,743	\$ 841,862	\$ 832,256	\$ 31,513	3.9%
Operations	\$ (18,521)	\$ (56,018)	\$ (51,986)	\$ (60,150)	\$ (70,624)	\$ (18,638)	35.9%
Capital			\$ 50,000		\$ 50,000	\$ -	0.0%
Total - Finance	\$ 687,679	\$ 716,542	\$ 798,757	\$ 781,712	\$ 811,632	\$ 12,875	1.6%
Information Technology							
Personnel	\$ 1,268,851	\$ 1,314,453	\$ 1,490,289	\$ 1,507,558	\$ 1,532,051	\$ 41,762	2.8%
Operations	\$ 2,080,061	\$ 2,196,749	\$ 2,259,185	\$ 2,249,469	\$ 2,321,196	\$ 62,011	2.7%
Capital		\$ 959,444	\$ 50,000	\$ 50,000	\$ 34,500	\$ (15,500)	-31.0%
Total - Information Technology	\$ 3,348,912	\$ 4,470,646	\$ 3,799,474	\$ 3,807,027	\$ 3,887,747	\$ 88,273	2.3%
Purchasing							
Personnel	\$ 168,452	\$ 193,864	\$ 190,603	\$ 183,964	\$ 197,617	\$ 7,014	3.7%
Operations	\$ (34,040)	\$ (31,305)	\$ (3,385)	\$ (13,219)	\$ (8,535)	\$ (5,150)	152.1%
Total - Purchasing	\$ 134,412	\$ 162,559	\$ 187,218	\$ 170,745	\$ 189,082	\$ 1,864	1.0%
Municipal Court							
Personnel	\$ 191,326	\$ 213,454	\$ 202,796	\$ 181,336	\$ 194,862	\$ (7,934)	-3.9%
Operations	\$ 26,242	\$ 22,663	\$ 32,797	\$ 33,032	\$ 120,633	\$ 87,836	267.8%
Total - Municipal Court	\$ 217,568	\$ 236,117	\$ 235,593	\$ 214,368	\$ 315,495	\$ 79,902	33.9%
Community & Economic Development							
Building and Neighborhood Services							
Personnel	\$ 1,743,498	\$ 1,975,427	\$ 2,124,022	\$ 1,989,485	\$ 2,185,552	\$ 61,530	2.9%
Operations	\$ 357,660	\$ 304,090	\$ 312,232	\$ 357,250	\$ 274,266	\$ (37,966)	-12.2%
Capital	\$ 651,873	\$ 111,511	\$ -	\$ -	\$ -	\$ -	0.0%
Total - Building & Neighborhood Services	\$ 2,753,031	\$ 2,391,028	\$ 2,436,254	\$ 2,346,735	\$ 2,459,818	\$ 23,564	1.0%
Planning and Sustainability							
Personnel	\$ 1,122,534	\$ 1,273,278	\$ 1,258,294	\$ 1,228,049	\$ 1,326,767	\$ 68,473	5.4%
Operations	\$ 94,401	\$ 146,172	\$ 306,092	\$ 136,604	\$ 305,527	\$ (565)	-0.2%
Total - Planning & Sustainability	\$ 1,216,935	\$ 1,419,450	\$ 1,564,386	\$ 1,364,653	\$ 1,632,294	\$ 67,908	4.3%
Engineering							
Personnel	\$ 716,195	\$ 735,319	\$ 895,319	\$ 718,648	\$ 902,672	\$ 7,353	0.8%
Operations	\$ (84,895)	\$ (60,392)	\$ 19,439	\$ (67,207)	\$ 1,225	\$ (18,214)	-93.7%
Total Engineering & TOC	\$ 631,300	\$ 674,927	\$ 914,758	\$ 651,441	\$ 903,897	\$ (10,861)	-1.2%
Traffic Operations Center (TOC)							
Personnel	\$ 240,680	\$ 239,082	\$ 277,967	\$ 155,575	\$ 222,046	\$ (55,921)	-20.1%
Operations	\$ 218,635	\$ 156,962	\$ 701,710	\$ 393,610	\$ 622,208	\$ (79,502)	-11.3%
Capital	\$ 546,579	\$ 28,220	\$ 1,650,000	\$ 341,569	\$ 2,216,850	\$ 566,850	34.4%
Total Engineering & TOC	\$ 1,005,894	\$ 424,264	\$ 2,629,677	\$ 890,754	\$ 3,061,104	\$ 431,427	16.4%
Parks							
Personnel	\$ 1,825,827	\$ 1,856,717	\$ 2,159,937	\$ 2,172,845	\$ 2,329,290	\$ 169,353	7.8%
Operations	\$ 854,594	\$ 1,133,723	\$ 1,481,989	\$ 1,139,064	\$ 1,796,672	\$ 314,683	21.2%
Capital	\$ 164,616	\$ 91,593	\$ -	\$ 22,000	\$ 26,000	\$ 26,000	100.0%
Total - Parks	\$ 2,845,037	\$ 3,082,033	\$ 3,641,926	\$ 3,333,909	\$ 4,151,962	\$ 510,036	14.0%
Economic Development							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 46,313	\$ 52,811	\$ 69,730	\$ 69,730	\$ 70,008	\$ 278	0.4%
Total - Economic Development	\$ 46,313	\$ 52,811	\$ 69,730	\$ 69,730	\$ 70,008	\$ 278	0.4%

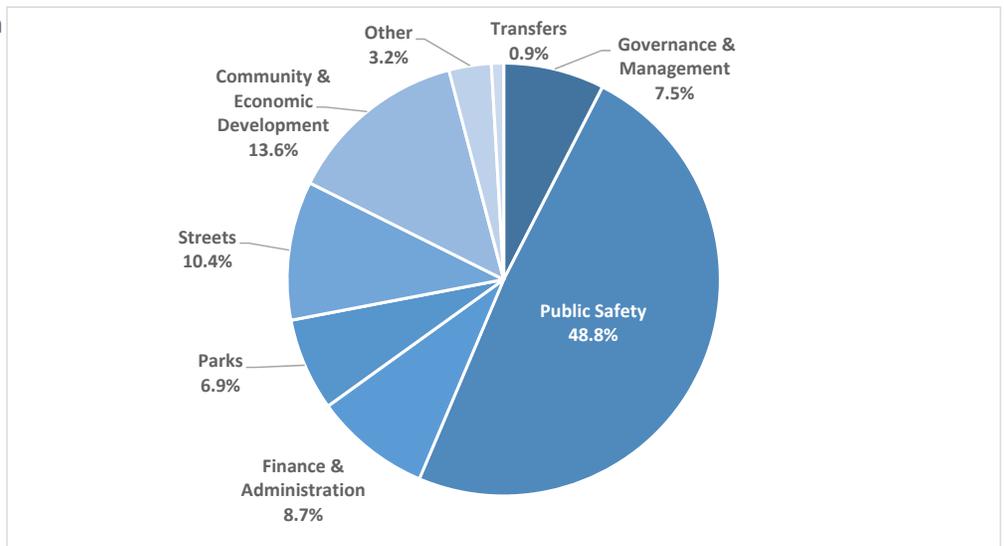


City of Franklin, Tennessee
FY 2016 Operating Budget

General Fund Summary - Departmental Summary

	<u>Actual 2013</u>	<u>Actual 2014</u>	<u>Budget 2015</u>	<u>Estd 2015</u>	<u>Budget 2016</u>	<u>Difference '15 vs. '16</u>	
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F (E-C)</u>	<u>G (E/C)</u>
Streets Department - Maintenance Division							
Personnel	\$ 2,010,802	\$ 2,008,453	\$ 2,227,507	\$ 1,933,282	\$ 2,300,778	\$ 73,271	3.3%
Operations	\$ 1,397,504	\$ 1,351,473	\$ 1,636,500	\$ 1,474,324	\$ 1,611,722	\$ (24,778)	-1.5%
Total - Streets - Maintenance	\$ 3,408,306	\$ 3,359,926	\$ 3,864,007	\$ 3,407,606	\$ 3,912,500	\$ 48,493	1.3%
Streets Department - Traffic Division							
Personnel	\$ 552,940	\$ 690,087	\$ 695,275	\$ 702,541	\$ 692,337	\$ (2,938)	-0.4%
Operations	\$ 238,055	\$ 513,404	\$ 495,423	\$ 469,890	\$ 564,459	\$ 69,036	13.9%
Capital	\$ 47,236	\$ 235,315	\$ 42,500	\$ 26,000	\$ -	\$ (42,500)	-100.0%
Total - Streets - Traffic	\$ 838,231	\$ 1,438,806	\$ 1,233,198	\$ 1,198,431	\$ 1,256,796	\$ 23,598	1.9%
Streets Department - Fleet Maintenance Division							
Personnel	\$ 452,621	\$ 505,907	\$ 623,323	\$ 538,657	\$ 624,995	\$ 1,672	0.3%
Operations	\$ 143,827	\$ 268,009	\$ 204,290	\$ 316,109	\$ 413,143	\$ 208,853	102.2%
Total - Streets - Fleet Maintenance	\$ 596,448	\$ 773,916	\$ 827,613	\$ 854,766	\$ 1,038,138	\$ 210,525	25.4%
Other Operating Expenditures							
General Expenses							
Personnel	\$ 254,033	\$ (793,092)	\$ 432,908	\$ 192,908	\$ 1,210,847	\$ 777,939	179.7%
Operations	\$ 228,820	\$ 587,421	\$ 123,000	\$ 342,247	\$ 244,870	\$ 121,870	99.1%
Capital	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ -	0.0%
Total - General Expenses	\$ 482,853	\$ (203,271)	\$ 555,908	\$ 535,155	\$ 1,455,717	\$ 899,809	161.9%
Appropriations							
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Operations	\$ 411,674	\$ 429,848	\$ 425,986	\$ 425,986	\$ 440,474	\$ 14,488	3.4%
Total Appropriations	\$ 411,674	\$ 429,848	\$ 425,986	\$ 425,986	\$ 440,474	\$ 14,488	3.4%
Interfund Transfers							
Operations	\$ 1,715,965	\$ 2,852,228	\$ 669,208	\$ 3,449,327	\$ 543,569	\$ (125,639)	-18.8%
Total Interfund Transfers	\$ 1,715,965	\$ 2,852,228	\$ 669,208	\$ 3,449,327	\$ 543,569	\$ (125,639)	-18.8%
General Fund Expenditures (by major category)							
Personnel	\$ 36,347,458	\$ 36,957,342	\$ 40,074,310	\$ 38,292,660	\$ 42,151,465	\$ 2,133,076	5.2%
Operations	\$ 11,965,084	\$ 14,688,938	\$ 14,142,893	\$ 15,440,550	\$ 15,361,179	\$ 1,218,286	8.6%
Capital	\$ 1,486,041	\$ 1,447,891	\$ 1,917,500	\$ 575,056	\$ 2,373,700	\$ 456,200	23.8%
Total - General Fund Departments	\$ 49,798,583	\$ 53,094,171	\$ 56,134,703	\$ 54,308,266	\$ 59,886,344	\$ 3,751,641	6.7%

FY 2016 General Fund Distribution by Program Area





City of Franklin, Tennessee

FY 2016 Operating Budget

General Fund Summary

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 2016, the \$15.0 million is split \$5.26 million in the General Fund, \$7.43 million in the Debt Service Fund, \$1.3 million due to the Industrial Development Board, \$528,000 to the Street Aid Fund, and \$528,000 to the Capital Projects Fund).



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.



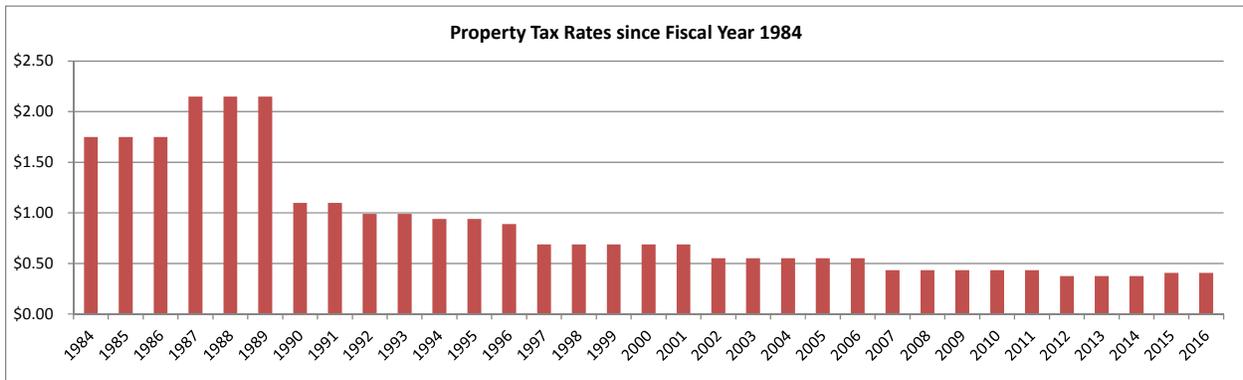
City of Franklin, Tennessee

FY 2016 Operating Budget

General Fund Summary

Property Tax Rate Summary

As required every five (5) years, Williamson County completed a reappraisal of property tax values two years ago. 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 40.65 cents per \$100 of assessed value. (The lowest rate for Tennessee municipalities with a population of 25,000 or greater). Prior to 2015, the previous property tax increase was 28 years ago (1987).

Fiscal Year	Rate	Increase / (Decrease)	Fiscal Year	Rate	Increase / (Decrease)
1984	\$1.7500	---	2001	\$0.6900	\$0.0000
1985	\$1.7500	\$0.0000	2002	\$0.5500	(\$0.1400)
1986	\$1.7500	\$0.0000	2003	\$0.5500	\$0.0000
1987	\$2.1500	\$0.4000	2004	\$0.5500	\$0.0000
1988	\$2.1500	\$0.0000	2005	\$0.5500	\$0.0000
1989	\$2.1500	\$0.0000	2006	\$0.5500	\$0.0000
1990	\$1.1000	(\$1.0500)	2007	\$0.4340	(\$0.1160)
1991	\$1.1000	\$0.0000	2008	\$0.4340	\$0.0000
1992	\$0.9900	(\$0.1100)	2009	\$0.4340	\$0.0000
1993	\$0.9900	\$0.0000	2010	\$0.4340	\$0.0000
1994	\$0.9400	(\$0.0500)	2011	\$0.4340	\$0.0000
1995	\$0.9400	\$0.0000	2012	\$0.3765	(\$0.0575)
1996	\$0.8900	(\$0.0500)	2013	\$0.3765	\$0.0000
1997	\$0.6900	(\$0.2000)	2014	\$0.3765	\$0.0000
1998	\$0.6900	\$0.0000	2015	\$0.4065	\$0.0300
1999	\$0.6900	\$0.0000	2016	\$0.4065	\$0.0000
2000	\$0.6900	\$0.0000			



City of Franklin, Tennessee **FY 2016 Operating Budget**

Personnel Changes

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.

In 2013, the City of Franklin, working with Burris, Thompson and Associates, conducted a comprehensive Classification and Compensation Study. Through the study, every position throughout the organization was reviewed. Each City team member was surveyed about the key functions and essential skills required in their jobs. With this input and that of supervisors and department directors, new job descriptions were drafted for each position. Each job was then compared to market data in both public sector (including specific pay information from 23 other cities) and private sector (where applicable). Market values were established for each position with a target of ensuring that the median of each position was at least at the 70th percentile of pay compared to market data. From this information positions, each position was grouped into one of 15 pay grades. The Classification and Compensation Study, which included recommendations for the establishment of a new Classification and Compensation Plan, were presented to the Board of Mayor and Aldermen in June of 2013. After extensive review with the Board and employees throughout the organization, the new Classification and Compensation Plan was approved in August of 2013.

The new approved plan was implemented in two phases. Phase I, which was included in the FY14 Budget, moved all employees into the proper pay grade. Phase II, which was included in the FY15 Budget, included adjustments for certain employees within position based on tenure and experience. Additional resources for targeted reclassifications, along with merit increases have been proposed within the FY 2016 Operating Budget and found within the Other General Fund Operating Expenditures section, General Expenses budget.



City of Franklin, Tennessee

FY 2016 Operating Budget

Personnel Changes

Authorized Full-Time Positions

Proposed for July 1, 2015, total authorized employment for the municipal government's General, Special and Enterprise Funds is 717 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 Five Years

Function / Program	2012	2013	2014	2015	2016
Administration	5	5	6	6	6
Building & Neighborhood Services	26	26	31	32	33
Capital Investment Planning	2	1	2	2	2
Communications	3	3	3	3	4
Court	2	2	2	2	2
Engineering	10	10	11	12	12
Finance	9	9	10	10	10
Fire	158	159	161	171	171
HR	7	7	11	11	11
IT	14	17	18	20	20
Law	3	3	4	4	4
Parks	28	28	31	31	37
Planning & Sustainability	15	14	16	16	16
Police	154	157	156	156	157
Project & Facilities Management	6	6	7	7	7
Purchasing	3	3	3	3	3
Revenue Management	15	15	14	13	13
Sanitation & Environmental Services	49	48	48	49	49
Stormwater	16	16	17	18	19
Streets	47	48	51	53	53
Traffic Operations Center	3	4	4	4	3
Water & Wastewater	82	82	84	85	85
Total (All Funds)	657	663	690	708	717

Notes:

* indicates department had not been created in the year shown

The City's Board of Mayor and Aldermen and City Judge are not included in the numbers shown



City of Franklin, Tennessee

FY 2016 Operating Budget

Personnel Changes

Change in Authorized Personnel Positions

The proposed budget provides for nine (9) additional authorized full-time positions in the new fiscal year.

DEPARTMENT	TITLE	PAY GRADE
Government & Management		
Communications	Change title of Digital Media Specialist to Social & Digital Media Producer Upgrade Social & Digital Media Producer from Part-Time to Full-Time Two (2) Interns - Eliminated	--- E Intern
Law	Upgrade Staff Attorney K To Assistant City Attorney	K
Public Safety		
Police	Records Retention Specialist - Added (6 months) Field Operations Captain - Added Field Operations Lieutenant - Eliminated	TBD J I
Finance & Management		
Purchasing	Upgrade Purchasing Specialist to Purchasing Analyst	F
Sanitation & Environmental Services	Facilities Maintenance Worker - Eliminated Customer Services Technican - Added	C TBD
Community & Economic Development		
Building & Neighborhood Services	Upgrade four (4) Building Inspector II to Building Inspector III Upgrade one (1) Building Inspector I to Building Inspector II Downgrade Plans Examiner III to Plans Examiner II Plans Examiner I - Added	F E G F
Parks	Athletic Worker (1) - Added Facilitites Worker (1) - Added Facilitites Worker Part-Time (1) - Added Grounds Workers (2) - Added Upgrade two (2) Tree Worker Part-Time to Full-Time	B B B B B
Public Works		
Stormwater	Upgrade two (2) Water Quality I to Water Quality II Water Quality I - Added	G F

In addition, a series of targeted positions will be examined for market adjustments throughout the Fiscal Year. These will be evaluated and brought forward to the Board of Mayor and Alderman at a later time.



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Debt

Debt Capacity & Debt Service Levels

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 E.

Debt Service

In 2010, the City created a fund for accumulation of 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 Sanitation & Environmental Services Fund. The total General & Special Funds debt service budget for FY 2016 is \$12,924,126.

Expenses (Debt Service by Fund)							
General	14,636,774	5,658,149	7,180,872	7,180,872	8,032,094	851,222	11.9%
Sanitation	561,627	570,537	589,080	589,080	606,544	17,464	3.0%
Road Impact	14,722,444	3,533,589	3,283,846	3,283,846	3,042,412	(241,434)	-7.4%
Hotel Motel	3,524,935	1,234,303	1,236,260	1,236,260	1,243,096	6,836	0.6%
Total Expenditures	33,445,780	10,996,578	12,290,058	12,290,058	12,924,146	634,088	5.2%

Further detail on this fund can be found in the Other Special Funds section of the budget.

A summary debt service schedule is attached on the following page.



City of Franklin, Tennessee

FY 2016 Operating Budget

Debt

Debt Service

GOVERNMENTAL FUNDS												
BOND INFORMATION				2016 DEBT SERVICE			DEBT SERVICE PAID BY					
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding - Beg of Fiscal Year	2016 Principal	2016 Interest	Total 2016 Principal + Interest)	General Fund	Sanitation Fund	Road Impact Fund	Hotel/Motel Tax Fund	Total
1	2002 TN Municipal Bond Fund	2017	\$5,000,000	\$864,000	\$425,000	\$2,333	\$427,333		\$427,333			\$427,333
2	2003 TN Municipal Bond Fund	2018	\$2,000,000	\$504,000	\$163,000	\$1,361	\$164,361		\$164,361			\$164,361
3	2005 TN Bond Fund	2017	\$4,500,000	\$1,080,000	\$530,000	\$2,916	\$532,916	\$532,916				\$532,916
4	2005 Lawrenceburg PBA	2021	\$4,500,000	\$2,105,000	\$320,000	\$72,324	\$392,324			\$176,546	\$215,778	\$392,324
5	2007 Franklin Building Authority	2037	\$20,000,000	\$20,000,000	\$0	\$798,000	\$798,000	\$454,860		\$343,140		\$798,000
6	2009A&B	2029	\$4,000,000	\$34,755,000	\$2,040,000	\$1,663,176	\$3,703,176	\$2,407,064		\$1,281,299	\$15,226	\$3,703,589
7	2010 New Bonds	2030	\$15,725,000	\$15,725,000	\$0	\$795,729	\$795,729	\$198,932		\$318,292	\$278,505	\$795,729
8	2010 New Bonds	2024	\$16,590,000	\$11,990,000	\$1,175,000	\$402,100	\$1,577,100	\$993,573			\$583,527	\$1,577,100
9	2012 (Refunding)	2027	\$22,500,000	\$18,985,000	\$1,405,000	\$404,381	\$1,809,381	\$742,092		\$922,784	\$144,750	\$1,809,626
11	2013A Public Improvement	2034	\$7,405,000	\$7,150,000	\$300,000	\$204,718	\$504,718	\$504,718				\$504,718
12	2013B Pension Obligation	2024	\$10,000,000	\$9,115,000	\$940,000	\$227,635	\$1,167,635	\$1,167,635				\$1,167,635
13	2015 New Bonds	2034	\$15,000,000	\$15,000,000	\$485,000	\$537,472	\$1,022,472	\$1,017,360			\$5,112	\$1,022,472
Government Funds T totals				\$137,273,000	\$7,783,000	\$5,112,144	\$12,895,144	\$8,019,150	\$591,694	\$3,042,062	\$1,242,899	\$12,895,804
Plus Debt Fees							\$28,342	\$12,944	\$14,850	\$350	\$198	\$28,342
Debt Service Fund Costs (see Other Special Funds)							\$12,923,486	\$8,032,094	\$606,544	\$3,042,412	\$1,243,096	\$12,924,146
Water & Wastewater Totals (detail found in separate budget)				\$47,488,200	\$3,411,934	\$1,430,642	\$4,842,576	\$209,851	\$207,325	\$47,844	\$1,283,099	\$4,842,576
Combined Totals				\$214,708,200	\$17,640,686	\$11,194,934	\$17,737,720	\$8,229,001	\$799,019	\$3,089,906	\$2,525,998	\$17,738,380



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City of Franklin, Tennessee FY 2016 Operating Budget

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.

City of Franklin Recognitions and Awards:

- 100 Best Places to Live (*CNN/Money Magazine*)
- Top 10 Community for Job Growth (*CNN/Money Magazine*)
- Top 10 List for Historic Preservation (Preservation Network)
- Second Most Business-Friendly City in the State (Beacon Center)
- Most Beautiful Town Finalist by Rand McNally/USA Today
- Greatest Southern Town (*Garden & Gun Magazine*)



Under this operating unit are:

- **Elected Officials**
- **Administration**
- **Human Resources**
- **Law**
- **Communications**
- **Capital Investment Planning**
- **Project and Facilities Management**
- **Revenue Management**



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Elected Officials

Dr. Ken Moore, Mayor

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	141,275	196,878	230,272	230,285	232,906	2,634	1.14%
Operations	42,131	100,618	59,893	58,592	105,586	45,693	76.29%
Capital	0	0	0	0	0	-	0.00%
Total	183,406	297,496	290,165	288,877	338,492	48,327	16.66%

Departmental Summary

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.

FY 2016 Outlook

The City will hold a municipal election on October 27, 2015 for the offices of Mayor and Aldermen at Large.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

Elected Officials support all four themes of the Strategic Plan.

Key: Strategic Plan: FranklinForward	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
Number of Resolutions Passed	33	53	30	58	60
Number of Ordinances Passed	26	36	55	27	30
Meetings Held					
- Work Sessions				23	22
- Regular Meetings				12	12
- Special Meetings				10	10

Efficiency Measures

	2012	2013	2014	2015*	2016*
TBD					

Outcome (Effectiveness) Measures

	2012	2013	2014	2015*	2016*
Percent of BOMA Meetings with Perfect attendance	50%	54%	71%	70%	75

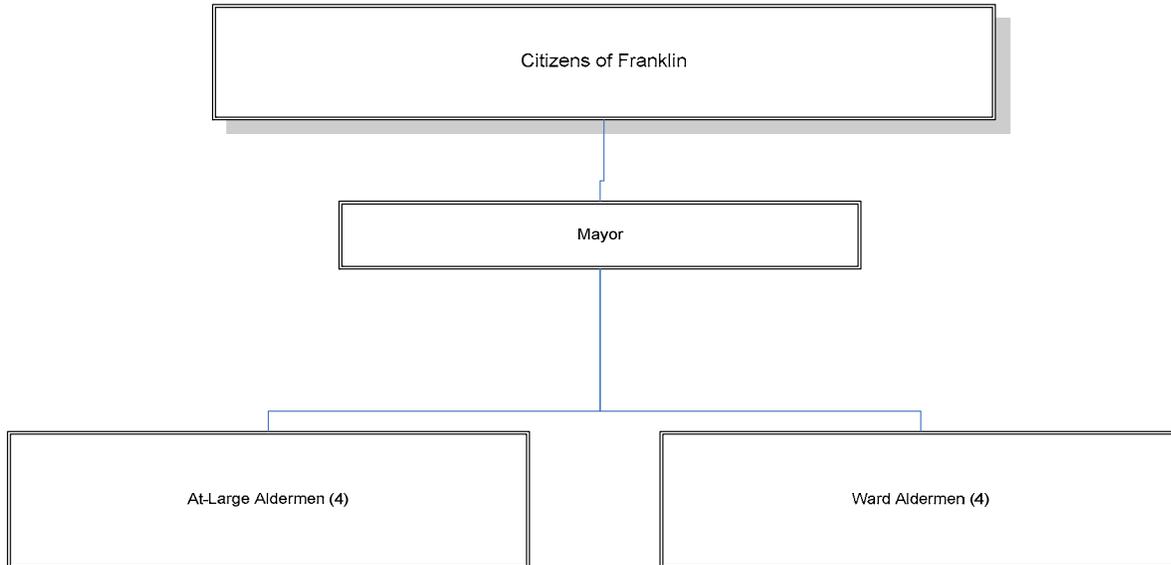
*2015 and 2016 data estimated.



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Mayor		1	0	1	0	1	0	1	0	1	0
Aldermen		8	0	8	0	8	0	8	0	8	0
Totals		9	0								



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Officials Fees	56,697	104,087	129,267	129,267	129,267	-	0.0%
Employee Benefits	84,578	92,791	101,005	101,018	103,639	2,634	2.6%
Total Personnel	141,275	196,878	230,272	230,285	232,906	2,634	1.1%
Operations							
Transportation Services	-	-	220	200	200	(20)	-9.1%
Operating Services	-	-	620	600	600	(20)	-3.2%
Notices, Subscriptions, etc.	20,129	61,870	27,250	27,450	69,800	42,550	156.1%
Utilities	1,389	1,503	1,550	1,550	1,628	78	5.0%
Contractual Services	5,400	6,019	5,000	5,000	5,000	-	0.0%
Professional Development/Travel	5,020	5,821	15,966	14,166	18,010	2,044	12.8%
Office Supplies	9,767	8,654	6,715	6,700	7,320	605	9.0%
Operating Supplies	-	-	400	400	500	100	25.0%
Fuel & Mileage	257	-	250	250	250	-	0.0%
Machinery & Equipment (<\$25,000)	-	16,349	1,500	1,500	1,520	20	1.3%
Property & Liability Costs	169	402	422	776	758	336	79.6%
Total Operations	42,131	100,618	59,893	58,592	105,586	45,693	76.3%
Capital	-	-	-	-	-	-	0.0%
Total Elected Officials	183,406	297,496	290,165	288,877	338,492	48,327	16.7%



City of Franklin, Tennessee

FY 2016 Operating Budget

Administration

Eric S. Stuckey, City Administrator

Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	470,738	477,805	488,390	465,826	509,227	20,837	4.3%
Operations	7,718	-31,823	38,759	39,035	31,953	-6,806	-17.6%
Capital	0	0	0	0	0	-	0.0%
Total	478,456	445,982	527,149	504,861	541,180	14,031	2.7%

Departmental Summary

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

The Board of Mayor and Aldermen’s meeting agendas are currently available on the City’s website. Recently, the Board implemented the agenda software management program, Granicus. This web based program replaced the paper agenda packets and provides for a centralized electronic creation approach to compiling the agenda. Staff creates and submits agenda items online; agendas automatically populate and are viewable online, available to print, or are able to copy to external media. Board members, staff, and citizens are now able to access agendas and supporting documents through the software’s online interaction application. Agendas remain on the City’s website after the meeting, and the video clip is linked to the respective item on the agenda. This moves us towards our goal to eliminate paper agenda packets. Paper packets are no longer produced for the Board’s meeting and committees; the agenda and most all supporting documents for Board meetings, work sessions, and committee meetings can now be accessed via the City’s website. This year we will produce only approximately 15 printed copies of the budget book and will also have it available for viewing on the City’s website.

The Administration Department continues to codify the 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.

We continue to distribute scanned copies of signed ordinances and resolutions to city departments via email. This process continues to reduce 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 those files, records, and documents exceeding the recommended retention period. In the spring of each year the Administration Department hosts a “shred day” for all departments. In 2014, two and a half tons of expired records were destroyed. This continuing practice has eliminated a number of file cabinets, thereby saving the department valuable storage area space.



City of Franklin, Tennessee

FY 2016 Operating Budget

Administration

Eric S. Stuckey, City Administrator

FY 2016 Outlook

The Administration Department will continue to process the Board's agendas using the Granicus software system, monitoring for efficiency and supporting users of the system.

The preservation of historical records will also be reviewed. The City maintains historical record books (meeting minutes, ordinances, resolutions, etc.) dating back to the mid 1800's. Currently they are stored in fireproof cabinets; staff would like to pursue a more secure, safekeeping retention method such as professional scanning and storage of these records.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service



The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.

Franklin will develop a quality level of service expectation for its citizens.

Goal: To have 90% citizen satisfaction rated excellent/good for services as reported by community survey.

Baseline: Data to be collected in next community survey.

Theme: Quality Life Experiences



Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.

Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.

Goal: To have 90% or better of citizens who consider Franklin's quality of life to be excellent/good.

Baseline: 94% of citizens responding to community survey considered the overall quality of life to be excellent/good. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Theme: Quality Life Experiences



Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.

Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin

Goal: Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.

Baseline: Complete Housing Analysis and establish goals based on data from the analysis.
 Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.

Goal: To improve ranking as one of the 100 Best Places to live in the United States.

Baseline: Ranked of 52 (CNN Money Magazine, 2012).

Goal: To increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.

Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of

Goal: To achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.

Baseline: City of Franklin has not yet received this recognition. (American Association of Retirement Communities)

Theme: Sustainable Growth & Economic Prosperity



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

Goal: To have 80% or better of citizens reporting satisfaction with the managed growth of the community.

Baseline: Citizen Perception reported through community survey.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
Number of Agenda Packets reviewed	33	33	30	75	75
Number of Sets of Minutes Produced	73	66	61	75	75
Number of documents scanned into OnBase:					
Resolutions					
Current	33	46	58	58	60
Proofing Prior Year Scans	23	1	0	0	0
Ordinances					
Current	26	37	31	27	30
Proofing Prior Year Scans	75	1	0	0	0
Sets of Minutes					



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Current	61	65	58	55	60
Proofing Prior Year Scans	3	1	0		0

Efficiency Measures

	2012	2013	2014	2015*	2016*
Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date.					
Percentage of time target met	85%	85%	85%	90%	92%

Outcome (Effectiveness) Measures

	2012	2013	2014	2015*	2016*
Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.					
Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.					
Franklin Baseline: 90% or better of citizens who consider Franklin's quality of life to be excellent/good.					
Overall quality of life to be excellent/good^	94%	94%	94%	94%	94%
Target	90%	90%	90%	90%	90%
Meets Target?	Yes	Yes	Yes	Yes	Yes
^Survey dated & needs to be updated					
Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.					
Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin					
Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.					
Baseline: Complete Housing Analysis and establish goals based on data from the analysis.					
Target	N/A	TBD	TBD	TBD	TBD
Meets Target?	N/A	TBD	TBD	TBD	TBD
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.					
Improve ranking as one of the 100 Best Places to live in the United States.					
Franklin Ranking	52	52	42	42	42
Target (Baseline 60 in 2010, Money Magazine)	60	52	52	42	42
Meets Target?	Yes	Yes	Yes	Yes	Yes
Improve ranking as one of the top business-friendly cities in Tennessee.					
Franklin Ranking	N/A	2	3	2	2
Target (Baseline from Beacon Center of Tennessee)	N/A	2	1	2	2
Meets Target?	N/A	Yes	No	Yes	Yes



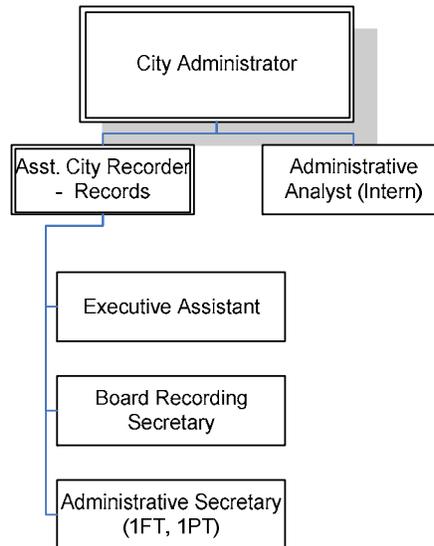
City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

	Achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.					
	Franklin Designation	N/A	No	No	No	No
	Target (Baseline from: http://the-aarc.org)	N/A	Yes	Yes	Yes	Yes
	Meets Target?	N/A	No	No	No	No
	Franklin will strategically manage its growth and the value of its assets.					
	80% or better of citizens reporting satisfaction with the managed growth of the					
	Franklin Baseline: Citizen Perception reported through community survey; survey to be developed.					
	Target	N/A	80%	80%	80%	80%
	Meets Target?	N/A	TBD	TBD	TBD	TBD

Organizational Chart



Note: For detailed counts and authorized positions, please see next page for the table entitled "Staffing by Position"

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
City Administrator	Grade P	1	0	1	0	1	0	1	0	1	0
Asst City Recorder - Admin	Grade G	1	0	1	0	1	0	1	0	1	0
Executive Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Recording Secretary to BOMA	Grade C	1	0	1	0	1	0	1	0	1	0
Administrative Secretary	Grade B	1	0	1	1	1	1	1	1	1	1
Administrative Analyst(Intern)*	---	0	0	0	0	1	0	1	0	1	0
TOTALS		5	0	5	1	6	1	6	1	6	1

*Note: Administrative Analyst (Intern) funded only for six months.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	352,990	358,549	366,406	393,577	380,877	14,471	3.9%
Employee Benefits	117,748	119,256	121,984	105,724	128,350	6,366	5.2%
Total Personnel	470,738	477,805	488,390	499,301	509,227	20,837	4.3%
Operations							
Transportation Services	527	1,008	870	870	887	17	2.0%
Operating Services	4,982	8,644	20,900	9,000	20,900	-	0.0%
Notices, Subscriptions, etc.	9,957	10,841	7,130	16,768	7,190	60	0.8%
Utilities	10,999	11,112	10,570	10,750	11,032	462	4.4%
Contractual Services	8,900	18,380	11,050	8,050	11,275	225	2.0%
Repair & Maintenance Services	3,820	6,133	5,560	4,563	4,560	(1,000)	-18.0%
Employee programs	24,593	16,201	31,600	29,600	32,000	400	1.3%
Professional Development/Travel	32,911	6,054	16,275	14,531	18,720	2,445	15.0%
Office Supplies	14,050	13,473	15,050	15,050	15,160	110	0.7%
Operating Supplies	121	940	2,700	2,700	2,725	25	0.9%
Fuel & Mileage	37	77	325	200	225	(100)	-30.8%
Machinery & Equipment (<\$25,000)	10,990	2,480	32,100	44,040	26,800	(5,300)	-16.5%
Repair & Maintenance Supplies	393	110	1,100	1,295	1,175	75	6.8%
Property & Liability Costs	3,344	6,275	8,704	6,713	6,735	(1,969)	-22.6%
Permits	-	-	4,760	4,760	4,850	90	1.9%
Other Business Expenses	-	-	-	80	-	-	0.0%
Debt Service	-	-	-	-	7,706	7,706	100.0%
Interfund Reimbursements	(117,906)	(133,551)	(129,935)	(129,935)	(139,987)	(10,052)	7.7%
Total Operations	7,718	(31,823)	38,759	39,035	31,953	(6,806)	-17.6%
Capital	-	-	-	-	-	-	0.0%
Total Administration	478,456	445,982	527,149	538,336	541,180	14,031	2.7%



City of Franklin, Tennessee

FY 2016 Operating Budget

Human Resources

Shirley Harmon, Director

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	747,009	805,919	865,735	848,832	872,420	6,685	0.8%
Operations	76,589	92,029	386,792	393,495	434,116	47,324	12.2%
Capital	0	19,408	28,000	38,928	0	(28,000)	100.0%
Total	823,598	917,356	1,280,527	1,281,255	1,306,537	26,010	2.0%

Departmental Summary

The goal of the Human Resources Department is to administer a comprehensive human resources program for all City of Franklin employees.

Functions include

- (1) recruitment, testing, selection and orientation of new employees,
- (2) procurement and administration of the comprehensive fringe benefit package,
- (3) review, update and implementation of the Human Resources Policies and Procedures,
- (4) classification and compensation administration,
- (5) employee and supervisory training, and
- (6) procurement and administration of all lines of risk insurance.

Assistance is provided to department heads and supervisors to assure fairness and consistency among hiring and promotional practices, disciplinary and termination practices and for day-to-day policy

We are proud to list below the goals that substantially contribute to the economic sustainability of the City of Franklin:

- Taleo Applicant Tracking System continues to be utilized to aid in reducing the number of days required in the recruitment process and dramatically reduces the amount of paper previously used. The HR Staff primarily focuses on job advertisements in electronic format and less on paper based methods.
- The City has received \$152,464 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- As a result of subrogation by the Risk staff, the City has recovered \$272,627 in damages done to City of Franklin property. The Risk staff has processed a total of 73 claims, which averages approximately \$3,735 per claim. Currently, there are five (5) additional open claims, pending reimbursement.
- We have received our experience modification rate from NCCI for the FY 2013 insurance period and it is 0.69. The “mod” rate is a factor that is developed between the insured’s actual past experience and the expected or actual experience of the WC class code. When it is applied to our manual premium, it produces a premium that is more representative of our actual loss experience. Since we are below 1.0 (which is average) we will pay less premium for FY 2015.



City of Franklin, Tennessee

FY 2016 Operating Budget

Human Resources

Shirley Harmon, Director

Department Summary (Continued)

- The Workers' Compensation audit for FY 2013 revealed the City of Franklin will receive \$86,120 refunded from Travelers to the City which is a 22.8% savings of the actuary's recommended funding. This is due to better management of our Workers Compensation claims by the City's Risk Manager.
- The Human Resources Department believes that health and wellness is an important component of maintaining sustainable communities. This year, we offered flu shots, held the annual health and wellness fair, and offered physicals.
- We are in the process of implementing Kronos, a Human Resources Information System. This software will eliminate entering data into numerous spreadsheets increasing efficiency and improving accuracy.
- In FY 2014, the position of Employee Relations Manager was added. This position has enabled our department to address the needs of our employees in a more focused and personal manner. The Employee Relations Manager will primarily address our city's recruiting efforts, returning injured employees back to meaningful work at an expedited rate, and performing workplace investigations

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward: A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service



The City of Franklin will have a talented, diverse, and engaged workforce.

Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.

Goal: To attract talented workers, the City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.

Baseline: 2012 average salary is 92.1% of target market index.

Goal: To actively recruit and retain a workforce representative of the community.

Baseline: 2012 demographic employment profile for City of Franklin: 21% female (City population average is 52%); 6.6% minority (15.6% for city population). City data based on 2010 U.S. Census data. Minority includes all census group classifications which was 9,774 of 62,487 population.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.

Goal: To have a safe and healthy workplace.

Baseline: 69 Franklin employees had accidents in FY 2013.

Baseline: Number of lost work days by employees in FY2013 was 158.

Goal: To have effective training and development objectives within every employee's work plan

Baseline: Number of credit hours reimbursed for employees in FY 2013 was 345.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
Organization-Wide					
Number of Budgeted Positions Full-Time	693	699	700	705	705
Number of Budgeted Positions Part-Time	62	69	67	66	66
Total FTEs (entire organization)	608.12	674.93	635	635	635
Number of exempt FTEs	70.51	80.74	100	104	104
Number of non-exempt FTEs	537.61	594.19	535	531	531
Employee Turnover for Full-Time Positions (Not Including Retirees)	4.90%	7.50%	7.60%	8.50%	9%
Tennessee Statewide Benchmarking Average	6.8%	8.4%	7.2%	TBD	TBD
Number of Vacancies Advertised Externally *	41	57	75	80	85
Number of External Applications Processed	2,914	5,159	5,411	5,800	6,200
Average Number of Applications per Advertised External Vacancy	71	91	72	73	73
Average Number of Days to Fill a Position Advertised Externally	58	69	85	65	60
Tennessee Statewide Benchmarking Average	33.55	33.68	26.24	TBD	TBD
Number of new employees hired	23	46	112	123	130
Number of new hires that were from within ranks (promoted)	6	6	9	9	11
OSHA 300 log recordable injuries or illnesses	41	20	38	21	0
Workers' compensation claims	104	69	92	46	0
Human Resources Department Statistics					
Total number of FTEs	10.68	10.82	10.00	10.70	11.70
Human Resources Staff per 100 Employees	0.84	0.82	0.89	0.88	0.88
Applications processed Internal & External	2914	5228	5671	6200	6400
Requisitions approved Internal & External	72	79	98	108	115

* includes postings with multiple vacancies



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Efficiency Measures

	2012	2013	2014	2015	2016
Benefits to Salary Ratio (All Funds)	42.29%	47.49%	TBD	TBD	TBD
Tennessee Statewide Benchmarking Average	47.17%	47.72%	TBD	TBD	TBD
Benefits to Salary Ratio (General Fund)	39.44%	46.52%	TBD	TBD	TBD
Tennessee Statewide Benchmarking Average	42.24%	46.02%	TBD	TBD	TBD
Personnel Costs (All Funds) per FTE	\$ 72,719	\$ 61,650	\$ 88,766	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 70,028	\$ 64,433	\$ 66,252	TBD	TBD
Human Resources Cost per Human Resources FTE	\$ 106,771	\$ 106,067	\$ 112,857	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 107,635	\$ 100,640	\$ 120,601	TBD	TBD
Human Resources Cost per Total FTE (City -Wide)	\$ 1,869	\$ 1,540	\$ 1,955	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 1,170	\$ 857	\$ 886	TBD	TBD
Workers Compensation Cost per Claim	\$426	\$3,303	\$4,615	\$2,109	TBD
Tennessee Statewide Benchmarking Average	\$ 8,488	\$ 12,179	\$ 6,043	TBD	TBD
Annual Wellness Cost per FTE	\$ 35.05	\$ 28.71	\$ 35.00	\$ 35.00	TBD
Total benefits as a percent of total wages	42.2%	44.2%	43.1%	44.0%	TBD
Retirement Contributions as a percent of total payroll	15.6%	14.2%	TBD	10.0%	10.0%
Benefits as a percentage of All Funds personnel costs	N/A	32.2%	TBD	TBD	TBD

Outcome (Effectiveness) Measures

	2012	2013	2014	2015*	2016*
The City of Franklin will have a talented, diverse, and engaged workforce.					
Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.					
City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.					
Current Franklin	TBD	TBD	TBD	TBD	TBD
Target	70.0%	70.0%	70.0%	70.0%	70.0%
Meets Target?	TBD	TBD	TBD	TBD	TBD
Actively recruit and retain a workforce representative of the community.					
% of Employees Female	22%	21%	23%	23%	23%
% of Franklin Female	52.2%	52.2%	52.2%	52.2%	52.2%
Meets Target?	No	No	No	No	No
% of Employees Minority	6.6%	7.1%	7.3%	8.0%	8.0%
% of Franklin Minority	15.6%	15.6%	15.6%	15.6%	15.6%
Meets Target?	No	No	No	No	No
Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.					
A safe and healthy workplace.					
# of employees who had accidents	104	69	92	46	TBD



City of Franklin, Tennessee

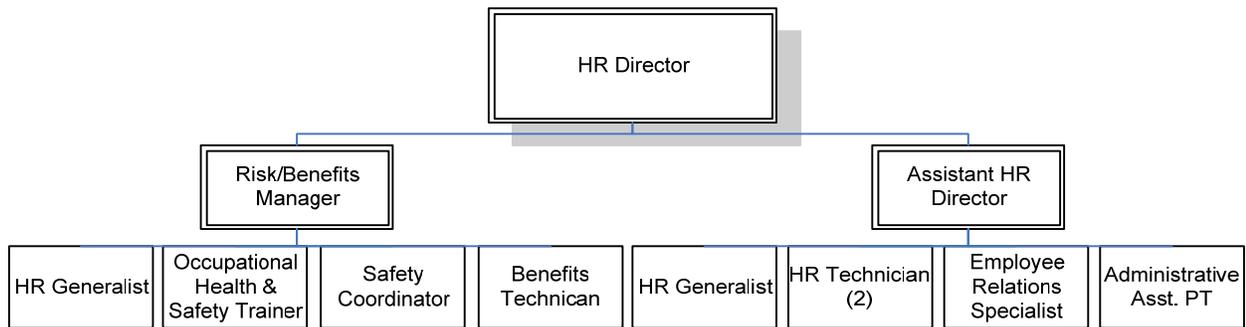
FY 2016 Operating Budget

Performance Measures

# Number of lost work days by employees	185	158	81	95	TBD
Meets Target?	TBD	TBD	TBD	TBD	TBD
# of credit hours reimbursed for employees	N/A	345	239	192	200

*2015 and 2016 estimated.

Organizational Chart



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Human Resources Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant HR Director/Benefits	Grade K	1	0	1	0	1	0	1	0	0	0
Assistant HR Director	Grade K	0	0	0	0	0	0	0	0	1	0
Risk Manager	Grade J	1	0	1	0	1	0	1	0	0	0
Risk/Benefits Manager	TBD	0	0	0	0	0	0	0	0	1	0
Employee Relations Mgr II	Grade J	0	0	0	0	1	0	1	0	0	0
Employee Relations Specialist	Grade G	0	0	0	0	0	0	0	0	1	0
Benefits Manager	---	1	0	1	0	0	0	0	0	0	0
Occupational Health & Safety Train	Grade G	1	0	1	0	1	0	1	0	1	0
Safety Coordinator	Grade G	0	0	0	0	1	0	1	0	1	0
Human Resources Generalist	Grade G	0	0	0	0	2	0	2	0	2	0
Benefits Technician	Grade D	0	0	0	0	1	0	1	0	1	0
Human Resources Technician	Grade D	2	0	2	0	2	0	2	0	2	0
Administrative Assistant	Grade D	0	0	0	1	0	1	0	1	0	1
TOTALS		7	0	7	1	11	1	11	1	11	1



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	568,828	626,334	695,780	686,403	689,505	(6,275)	-0.9%
Employee Benefits	178,181	179,585	169,955	162,429	182,915	12,960	7.6%
Total Personnel	747,009	805,919	865,735	848,832	872,420	6,685	0.8%
Operations							
Transportation Services	2,890	8,258	9,600	8,600	8,100	(1,500)	-15.6%
Operating Services	4,296	1,989	3,000	4,000	4,000	1,000	33.3%
Notices, Subscriptions, etc.	8,849	6,465	9,000	8,600	10,100	1,100	12.2%
Utilities	5,158	6,221	6,615	6,615	6,705	90	1.4%
Contractual Services	83,076	81,283	165,000	158,713	166,500	1,500	0.9%
Repair & Maintenance Services	6,894	5,565	7,500	7,500	7,750	250	3.3%
Employee programs	164,884	216,499	295,500	281,525	283,000	(12,500)	-4.2%
Professional Development/Travel	12,442	4,685	27,300	27,600	28,200	900	3.3%
Office Supplies	7,910	7,775	10,110	9,110	9,470	(640)	-6.3%
Operating Supplies	4,379	2,187	5,515	4,515	4,875	(640)	-11.6%
Fuel & Mileage	2,352	1,545	3,000	3,000	2,700	(300)	-10.0%
Machinery & Equipment (<\$25,000)	20,939	26,337	8,000	9,000	8,000	-	0.0%
Repair & Maintenance Supplies	467	80	500	-	-	(500)	-100.0%
Property & Liability Costs	2,295	4,254	4,466	6,686	6,558	2,092	46.8%
Financial Fees	54	-	-	-	-	-	0.0%
Other Business Expenses	-	4	500	500	510	10	2.0%
Debt Service and Lease Payments	-	193	149,141	175,486	212,000	62,859	42.1%
Interfund Reimbursements	(250,296)	(281,311)	(317,955)	(317,955)	(324,351)	(6,396)	2.0%
Total Operations	76,589	92,029	386,792	393,495	434,116	47,324	12.2%
Machinery & Equipment (>\$25,000)	-	19,408	28,000	38,928	-	(28,000)	-100.0%
Capital	-	19,408	28,000	38,928	-	(28,000)	100.0%
Total Human Resources	823,598	917,356	1,280,527	1,281,255	1,306,537	26,009	2.0%



City of Franklin, Tennessee

FY 2016 Operating Budget

Law

Shauna R. Billingsley, City Attorney

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	266,340	324,491	337,703	334,791	372,985	35,282	10.4%
Operations	17,446	139,239	62,383	37,843	60,919	-1,464	-2.3%
Capital	0	0	0	0	0	0	0.0%
Total	283,786	463,730	400,086	372,634	433,904	33,818	8.5%

Departmental Summary

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.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future. Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

The Law Department supports all four themes of the Strategic Plan.

Key: Strategic Plan: FranklinForward	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	FY 2012 Actual	FY 2013 Actual (as of 4/13)	FY 2014 3/1/201 to 3/1/2014	FY 2015 3/1/2014 to 3/1/2015	FY 2016 Goal
Number of Ordinances Drafted/Reviewed	N/A	21	29	28	all
Number of Resolutions Drafted/Reviewed	N/A	34	59	67	all
Number of Contracts Drafted/Reviewed	N/A	140	197	259	all
Legal Opinions Distributed (<i>Goal : Distribute 1 every month</i>)	N/A	9	9	12	13
Total Number of Litigation Cases Opened/Closed	N/A	97	154	120/104	as many as needed
Number of Other Tasks Created/Completed	N/A	802	607/540	665/666	as many as needed

Efficiency Measures

	2012	2013	2014	2015	2016
TBD					

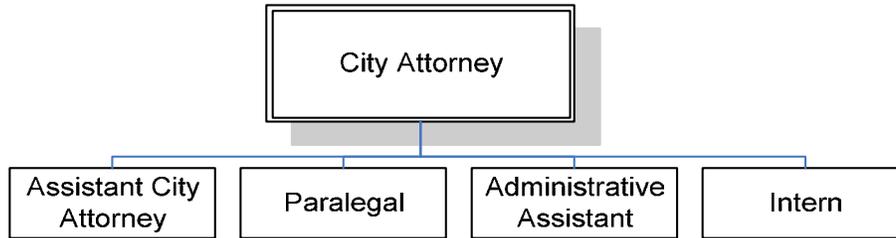
Outcome (Effectiveness) Measures

	2012	2013	2014	2015	2016
TBD					



City of Franklin, Tennessee
FY 2016 Operating Budget

Organizational Chart



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
City Attorney	Grade M	1	0	1	0	1	0	1	0	1	0
Assistant City Attorney	Grade K	0	0	0	0	0	0	0	0	1	0
Staff Attorney I	Grade J	1	0	1	0	1	0	1	0	0	0
Paralegal	Grade F	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	0	0	0	0	1	0	1	0	1	0
Intern	---	0	0	0	1	0	1	0	0	0	1
TOTALS		3	0	3	1	4	1	4	0	4	1



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	198,647	241,250	257,066	262,165	271,003	13,937	5.4%
Employee Benefits	67,693	83,241	80,637	72,626	101,982	21,345	26.5%
Total Personnel	266,340	324,491	337,703	334,791	372,985	35,282	10.4%
Operations							
Transportation Services	629	813	1,340	1,340	1,400	60	4.5%
Operating Services	5,039	9,962	9,250	9,000	9,290	40	0.4%
Notices, Subscriptions, etc.	14,520	15,242	18,250	18,250	18,270	20	0.1%
Utilities	1,861	1,868	3,610	3,610	3,640	30	0.8%
Contractual Services	48,186	176,270	90,900	65,900	95,920	5,020	5.5%
Employee programs	2,890	309	3,750	3,830	3,840	90	2.4%
Professional Development/Travel	11,086	12,144	11,700	11,700	11,700	-	0.0%
Office Supplies	3,869	2,796	4,600	4,600	4,610	10	0.2%
Operating Supplies	431	185	650	650	650	-	0.0%
Fuel & Mileage	24	-	400	400	420	20	5.0%
Machinery & Equipment (<\$25,000)	5,643	8,654	8,000	8,000	8,360	360	4.5%
Repair & Maintenance Supplies	-	10	150	150	150	-	0.0%
Property & Liability Costs	1,126	2,090	2,650	2,780	2,748	98	3.7%
Financial Fees	-	-	-	500	500	500	0.0%
Permits	1,212	1,237	5,400	5,400	5,710	310	5.7%
Interfund Services Reimbursements	(79,070)	(92,341)	(98,267)	(98,267)	(106,289)	(8,022)	8.2%
Total Operations	17,446	139,239	62,383	37,843	60,919	(1,464)	-2.3%
Capital	-	-	-	-	-	-	0.0%
Total Law Department	283,786	463,730	400,086	372,634	433,904	33,818	8.5%



City of Franklin, Tennessee

FY 2016 Operating Budget

Communications

Milissa Reiersen, Communications Manager

Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	291,654	314,354	313,072	311,847	333,799	20,727	6.6%
Operations	8,557	2,879	18,822	18,717	16,144	-2,678	-14.2%
Capital	0	0	0	0	0	-	0.0%
Total	300,211	317,233	331,894	330,564	349,943	18,049	5.4%

Departmental Summary

The Communications Division was created within the City Administrator's Office 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.

We have worked continuously to promote the City, disseminate information to citizens and maintain standards for professional excellence. This year the Communications Division launched a new and improved website and produced the "Happy" video that was seen around the world with more than 72,000 views.



FY 2016 Outlook

The Communications division is working on equipping the board room with robotic cameras for more streamlined taping. We are also working to get upgraded projectors and wireless viewing systems to upgrade the audio-video services in the boardroom.

If we are able to get the digital media specialist position full time, we will have more capability to do more in-house videos for departments, both training and public relations type videos. We will be able to tape more Franklin Insiders as well. We will also have the capability for more in-house graphics work to keep our Website fresh, and for brochures. With our growing social media presence, this position can also help manage our many social media channels.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service



Franklin will have a dynamic social media presence to increase effective communication with the public.

Goal: To continue to increase the public's use of social media forms of communication with the City of Franklin.

Baseline: Current communication contacts with citizens through website hits-32,662; social media: Facebook followers- 7,462, Twitter followers - 4350, YouTube views - 38,664.

Theme: Quality Life Experiences



Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.

Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.

Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.

Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.

Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

		2011	2012	2013	2014	2015
	Average Page views to City website	138,087	84,033	31,014	149,882	160,000
	Special Events Processed by City	47	53	50	55	55
	Film Permits Processed by the City	0	14	20	25	22
	Goal: Provide proactive and timely information					
	Number of Press Releases (excluding Police & Fire)	57	46	30	43	40
	Goal: Produce informative programming for Franklin TV					



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Local programming produced for Franklin TV (not including meetings)	34	35	47	43	45
Produced programming for YouTube (Social Media Program titled Franklin Insider)	N/A	N/A	57	23	45

Efficiency Measures

	2011	2012	2013	2014	2015
Social Media interaction/capita	Measure under development				
Social Media interaction/week	Measure under development				

Outcome (Effectiveness) Measures

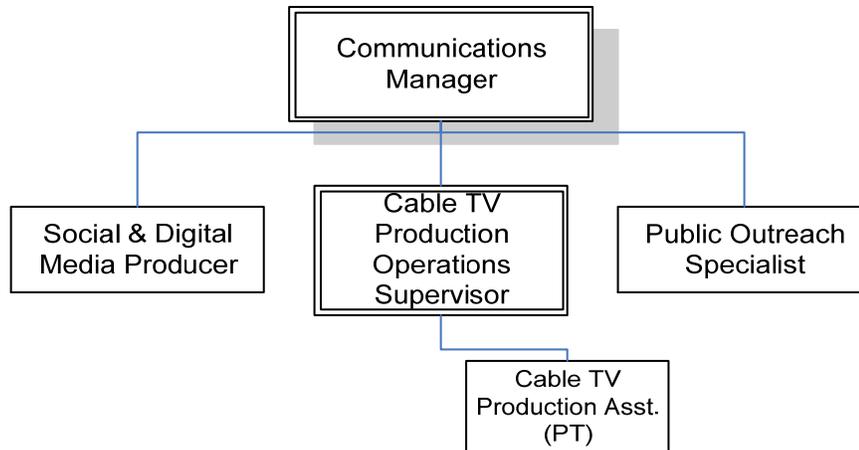
	2011	2012	2013	2014	2015
1. Increase the public's use of social media forms of communication with the City of Franklin by at least 10					
Average visits to City's website	47,315	32,662	13,718	149,882	160,000
Target	N/A	32,662	32,662	50,000	160,000
Meets Target?	N/A	Yes	No	Yes	TBD
Facebook (number of followers)	4720	6,969	8,589	14,224	14,224
Target	No Target	No Target	7,462	9,450	15,646
Meets Target?	N/A	N/A	Yes	Yes	TBD
Twitter (number of followers)	2,366	3,798	6,081	10,300	11,330
Target	No Target	No Target	4,350	6,690	11,330
Meets Target?	N/A	N/A	Yes	Yes	TBD
YouTube (upload views)	10,903	27,142	102,200	198,377	217,225
Target	No Target	No Target	38,664	112,420	217,225
Meets Target?	N/A	N/A	Yes	Yes	TBD
2. Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.					
Increase participation by 10% annually at permitted arts and cultural events in Franklin.					
<i>Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.</i>	N/A	N/A	N/A	Baseline to be established	
Meets Target?	N/A	N/A	N/A	TBD	TBD
3. Increase annually the number of events that satisfy all the criteria identified on the application for permit.					
<i>Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).</i>	N/A	N/A	N/A	Baseline to be established	
Meets Target?	N/A	N/A	N/A	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

Staffing History

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Communications Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Cable TV Production Operations Supervisor	Grade G	1	0	1	0	1	0	1	0	1	0
Public Outreach Specialist	Grade G	1	0	1	0	1	0	1	0	1	0
Social & Digital Media Producer	Grade C	0	0	0	0	0	1	0	1	1	0
Video/Production Assistant	Grade B	0	1	0	1	0	1	0	1	0	1
Intern	---	0	3	0	3	0	2	0	2	0	0
TOTALS		3	4	3	4	3	4	3	4	4	1



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	221,060	242,906	248,294	252,417	258,857	10,563	4.3%
Employee Benefits	70,594	71,448	64,778	59,430	74,942	10,164	15.7%
Total Personnel	291,654	314,354	313,072	311,847	333,799	20,727	6.6%
Operations							
Transportation Services	62	187	410	490	620	210	51.2%
Operating Services	201	938	210	200	215	5	2.4%
Notices, Subscriptions, etc.	14,840	13,333	20,420	21,104	20,930	510	2.5%
Utilities	1,954	2,095	2,550	2,555	2,755	205	8.0%
Contractual Services	14,250	31,024	23,860	23,860	19,200	(4,660)	-19.5%
Repair & Maintenance Services	1,183	1,484	2,200	2,200	2,300	100	4.5%
Employee programs	30	260	500	500	500	-	0.0%
Professional Development/Travel	3,920	2,017	9,900	8,400	10,210	310	3.1%
Office Supplies	2,454	1,557	2,500	2,800	3,100	600	24.0%
Operating Supplies	18,035	11,003	17,010	17,010	17,310	300	1.8%
Fuel & Mileage	286	201	400	250	360	(40)	-10.0%
Machinery & Equipment (<\$25,000)	15,931	18,654	12,200	12,200	12,700	500	4.1%
Repair & Maintenance Supplies	-	84	100	100	100	-	0.0%
Operational Units	9,025	4,847	4,000	4,000	4,100	100	2.5%
Property & Liability Costs	765	4,427	4,649	5,135	4,734	85	1.8%
Other Business Expenses	7	-	-	-	-	-	0.0%
Interfund Service Reimbursements	(74,386)	(89,232)	(82,087)	(82,087)	(82,990)	(903)	1.1%
Total Operations	8,557	2,879	18,822	18,717	16,144	(2,678)	-14.2%
Capital	-	-	-	-	-	-	0.0%
Total Communications Department	300,211	317,233	331,894	330,564	349,943	18,049	5.4%

Notes:

Personnel: The Communications office has increased its workload tremendously in the last year by writing, producing and shooting several in-house, award winning video programs. Our social media followers have increased immensely on all channels. This is largely in part to the addition of our digital media specialist and the digital storytelling we are providing for the City. We would like to bring this position on full time. We are reducing our budget in the intern area to help fund this and several departments have volunteered funds as well.

Operations: Since 2001, the City has not had any major equipment purchases for our television production and much of the equipment needs replacing and updating. We are in the process of purchasing robotic cameras for the boardroom to tape all the meetings with less staff and have budgeted an allowance for repairs and replacement fees if needed.



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Capital Investment Planning (CIP)

David Parker, CIP Executive / City Engineer

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	188,107	205,105	212,051	223,542	213,839	1,788	0.84%
Operations	-28,955	-21,511	-16,655	-28,369	-18,849	-2,194	13.18%
Capital	0	0	0	0	0	-	0.00%
Total	159,152	183,594	195,396	195,173	194,990	-406	-0.21%

Departmental Summary

The CIP Division of the Administration Department 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, storm water, 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;

- Works with the Law Department in the preparation and review of contracts/agreements, bonds, deeds, easements, ordinances, resolutions, franchise agreements, assessment districts, and construction documents for the City.
- Provides oversight and establishes policies/standards for the Stormwater Management Program (Ordinance) and the Transportation and Street Technical Standards for the City.
- Fulfills the role of Road Impact Fee Administrator as outlined in the Road Impact Fee Ordinance.
- Provides professional engineering assistance and advice to City departments and the Board of Mayor and Aldermen and is responsible for liaison with other municipal, county, state, and federal government entities and regulatory agencies.
- Provides State Approval for water, wastewater and water reuse development projects for the Tennessee Department of Environment and Conservation (TDEC).
- Provides Project Management for some of the City's major water and wastewater infrastructure improvements (i.e. Water Reclamation Facility & Water Treatment Plant Modifications and Expansions).

FY 2016 Outlook

One of the main goals of the CIP Division is to prepare and present a proposed 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. It is anticipated that the FY 2017-2021 CIP Program will be completed and presented for review and approval by the end of the second quarter of FY 2016. After funding of a project, it is a part of the City Engineer's responsibilities to ensure the project is properly contracted for design and construction and is successfully completed.



City of Franklin, Tennessee

FY 2016 Operating Budget

Capital Investment Planning (CIP)

David Parker, CIP Executive / City Engineer

FY 2016 Outlook

The CIP Division (City Engineer) has been assigned the duties of Project Management for the various projects to be developed and constructed as a result of the City’s Integrated Water Resources Plan (IWRP). This includes the designs for a modifications/upgrade to the City’s Water Treatment Plant and the City’s Water Reclamation Facility (Wastewater Treatment Plant). Both of these projects are expected to be bid and under construction by the end of calendar year 2015. There are several sanitary sewer drainage basin studies that need to be conducted and/or updated in order to facilitate the planning for future sanitary sewer infrastructure to handle approved and anticipated developments.

In conjunction with the Water Management Department, the City Engineer anticipates completing the TDEC process of obtaining a new National Pollution Discharge Elimination System (NPDES) Permit for the City’s Water Reclamation Facility’s discharge to the Harpeth River. Also anticipate is the completion of the TDEC process to obtain a new Aquatic Resource Alteration Permit (ARAP) for the City’s Water Treatment Plant’s withdrawal from the Harpeth River.

The responsibilities of the CIP Division are continually refined as additional responsibilities are assigned. The Division will define necessary procedures and leverage the latest available technology resources to

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: None Specific

CIP provides general support of all four themes of FranklinForward .

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

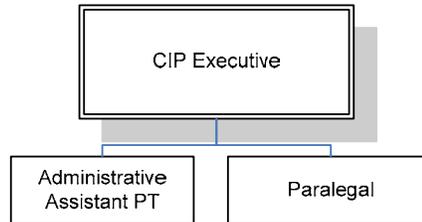
Workload (Output) Measures

	Calendar	2012	2013	2014	2015*	2016**
Contracts		107	90	96	17	98
Resolutions		22	38	34	10	31
Ordinances		12	9	8	2	10
# of State Approval Projects (TDEC) Worked On		22	46	86	15	51
<p>The CIP Division of Administration has interaction on the majority of all capital investment projects from the initiation to completion. This interaction is handled throughout the year as needed and is unquantifiable.</p>						

* This is year to date as of March 10, 2015

** Projection based on the average of years 2012 through 2014. It is impossible to know the number of each of these measures that will be needed per year, but each contract, resolution, ordinance, approval and other documents that may be brought forth will be done as needed and in a timely manner.

Organizational Chart



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
CIP Executive	Grade M	1	0	1	0	1	0	1	0	1	0
Paralegal	Grade F	0	0	0	0	1	0	1	0	1	0
Admin Asst (Part-Time)	Grade D	1	0	0	1	0	1	0	1	0	1
TOTALS		2	0	1	1	2	1	2	1	2	1



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	149,356	167,342	175,544	189,769	175,868	324	0.2%
Employee Benefits	38,751	37,763	36,507	33,773	37,971	1,464	4.0%
Total Personnel	188,107	205,105	212,051	223,542	213,839	1,788	0.8%
Operations							
Transportation Services	56	10	210	210	200	(10)	-4.8%
Operating Services	-	80	200	100	200	-	0.0%
Notices, Subscriptions, etc.	3,505	1,679	2,205	1,122	1,740	(465)	-21.1%
Utilities	(789)	572	1,750	1,750	1,750	-	0.0%
Contractual Services	-	10,000	10,000	-	10,000	-	0.0%
Repair & Maintenance Services	82	71	150	126	155	5	3.3%
Employee programs	-	-	-	33	-	-	0.0%
Professional Development/Travel	6,853	6,894	9,140	9,140	9,140	-	0.0%
Office Supplies	1,127	830	1,670	720	1,660	(10)	-0.6%
Operating Supplies	-	87	300	-	300	-	0.0%
Fuel & Mileage	850	850	900	820	850	(50)	-5.6%
Machinery & Equipment (<\$25,000)	-	2,063	2,700	2,750	1,000	(1,700)	-63.0%
Repair & Maintenance Supplies	25	-	-	-	-	-	0.0%
Property & Liability Costs	1,176	1,496	1,620	1,930	1,988	368	22.7%
Permits	831	823	620	1,050	900	280	45.2%
Interfund Reimbursements	(42,671)	(46,966)	(48,120)	(48,120)	(48,732)	(612)	1.3%
Total Operations	(28,955)	(21,511)	(16,655)	(28,369)	(18,849)	(2,194)	13.2%
Capital							
	-	-	-	-	-	-	0.0%
Total CIP Division	159,152	183,594	195,396	195,173	194,990	(407)	-0.2%



City of Franklin, Tennessee

FY 2016 Operating Budget

Project & Facilities Management

Brad Wilson, Director

Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	357,349	376,397	417,192	379,489	424,063	6,871	1.6%
Operations	276,802	353,573	645,855	315,449	664,037	18,182	2.8%
Capital	0	0	37,000	36,559	46,350	9,350	25.3%
Total	634,151	729,970	1,100,047	731,497	1,134,450	34,403	3.1%

Department Goals

Project and Facilities Management is responsible for the development, facilitation, 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. The group is also responsible for the maintenance of City Hall, Parking Garages, Police Headquarters and the new Public Works Facility and also assists other outlying groups such as Fire, Parks and Sanitation & Environmental Services.

FY 2016 Outlook

Department Goals

In the coming fiscal year, our goal remains to maintain a safe and healthy environment for City of Franklin staff and community. We also strive to share project information with contractors, consultants, and citizens. Security accessibility will be a priority in new construction and remodel projects of municipal buildings.

Projects

Continuing projects for fiscal year 2014-15 include the design of the prototypical fire hall designs for Westhaven and Berry Farms, access control systems at city facilities, and miscellaneous maintenance and build outs at existing facilities. There is also discussion of the possible development of the Household Hazardous Waste Facility at the Sanitation and Environmental Services Complex as well as a new Station 8 Fire Hall in the Westhaven community.

Proposed projects within City Hall include the expansion of the Building and Neighborhood Services department, reconfiguration of areas within the departments of Finance, Engineering, and Planning and Sustainability, and miscellaneous minor remodels to accommodate intra-department functions.

Performance Measurement

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward: A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measurement

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City



A Safe Clean and Livable City

Franklin will be a model for environmental quality and a sustainable city.

Goal: Franklin will reduce government agency use of electricity by 20% by 2020.

Baseline: Current annual kilowatt consumption by Franklin municipal facilities and operations for 2012 was 17.9 million kWh for cost of \$2.78 million (Finance Department).

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
Number of Buildings Maintained					Data being collected
Gross Square Footage of Municipal Buildings (Gen. Fund)					Data being collected
Number of Hours Served					
- Employees					Data being collected
- Contractors					Data being collected
Number of Requests taken					Data being collected
Average Daytime Number of People in Buildings					Data being collected
Utilities					
- Gas (therms)					Data being collected
- Electricity (kW)					Data being collected

Efficiency Measures

	2012	2013	2014	2015*	2016*
G.S.F./Average daily # of people					Data being collected
People served/Custodian					Data being collected
Average time to complete a routine request					Data being collected



City of Franklin, Tennessee

FY 2016 Operating Budget

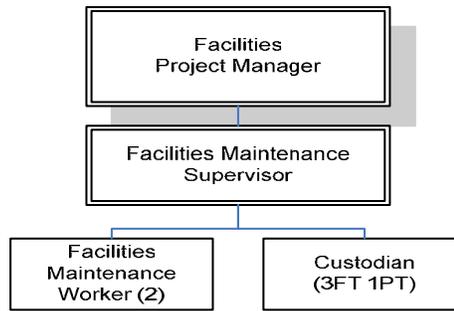
Performance Measurement

Outcome (Effectiveness) Measures

		2012	2013	2014	2015*	2016*
	Percentage of routine requests completed in 2-3 days	Data being collected				
	Reduce government agency use of electricity by 20% by 2020.					
	City of Franklin Electric Use (Annually)	17,900,000	TBD	TBD	TBD	TBD
	Target (In Kilowatt hours - Source: Finance Department)	17,900,000	17,452,500	17,005,000	16,557,500	16,143,563
	Meets Target?	Yes	TBD	TBD	TBD	TBD

* 2015 and 2016 data estimated.

Organizational Chart



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Facilities Project Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Spvsr	Grade F	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Worker	Grade C	1	0	1	0	2	0	2	0	2	0
Custodian	Grade B	3	1	3	1	3	1	3	1	3	1
Totals		6	1	6	1	7	1	7	1	7	1



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	244,650	255,281	301,972	267,690	302,400	428	0.1%
Employee Benefits	112,699	121,116	115,220	111,799	121,663	6,443	5.6%
Total Personnel	357,349	376,397	417,192	379,489	424,063	6,871	1.6%
Operations							
Transportation Services	50	155	50	221	250	200	400.0%
Operating Services	4,050	4,364	5,025	5,938	3,610	(1,415)	-28.2%
Notices, Subscriptions, etc.	45	220	30	45	45	15	50.0%
Utilities	151,624	142,292	224,740	231,190	235,810	11,070	4.9%
Contractual Services	24,312	24,250	31,950	70,942	74,653	42,703	133.7%
Repair & Maintenance Services	160,714	271,331	553,405	180,305	454,125	(99,280)	-17.9%
Office Supplies	2,075	2,027	1,150	1,450	1,750	600	52.2%
Operating Supplies	3,602	2,067	2,000	2,100	2,400	400	20.0%
Fuel & Mileage	2,134	4,163	5,500	6,635	4,650	(850)	-15.5%
Machinery & Equipment (<\$25,000)	1,614	9,418	10,500	2,600	11,600	1,100	10.5%
Repair & Maintenance Supplies	56,101	58,273	69,500	51,280	95,200	25,700	37.0%
Operational Units	-	-	-	17,500	17,850	17,850	0.0%
Property & Liability Costs	33,665	13,730	14,523	17,901	17,949	3,426	23.6%
Rentals	141	1,338	1,000	800	1,000	-	0.0%
Permits	350	693	300	360	450	150	50.0%
Financial Fees	-	109	-	-	-	-	0.0%
Other Business Expenses	-	202	-	-	-	-	0.0%
Interfund Reimbursements	(163,675)	(181,059)	(273,818)	(273,818)	(257,305)	16,513	-6.0%
Total Operations	276,802	353,573	645,855	315,449	664,037	18,182	2.8%
Machinery & Equipment (>\$25,000)	-	-	37,000	36,559	-	(37,000)	-100.0%
Capital	-	-	37,000	36,559	46,350	9,350	100.0%
Total Proj. & Fac. Management	634,151	729,970	1,100,047	731,497	1,134,450	34,403	3.1%



City of Franklin, Tennessee

FY 2016 Operating Budget

Revenue Management

Lawrence Sullivan, Assistant City Recorder

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	978,672	991,072	803,083	812,555	839,970	36,887	4.6%
Operations	-812,245	-631,783	-620,384	-596,353	-620,382	2	0.0%
Capital	0	0	0	0	0	-	0.0%
Total	166,427	359,289	182,699	216,202	219,588	36,889	20.2%

Departmental Summary

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

FY 2016 Outlook

For 2016, we have the expectation to reduce fees paid in the budget category of "Utility District Fees", or, costs associated with the billing of multi-district customers. The Revenue Management team projects to absorb any related increase in billing and customer service with no increase in staffing over that of 2015.

We also hope improve our customer billing and payment options by expanding our digital billing capabilities where the costs of service should be offset by savings in the reduction of mailing and fulfillment costs.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward: A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: None Specific

Revenue Management provides general support of all four themes of FranklinForward .

Key: Strategic Plan: FranklinForward	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
Bills					
Number of property tax bills issued	27,933	28,308	28,904	29,500	29,800
Number of water & sewer bills issued	201,659	208,554	210,495	211,000	212,000
New requests for Service (Total)					
Water (Monthly Average)	41.65	42.06	41.03	44.89	44.89
Sewer (Monthly Average)	43.23	43.94	44.63	47.66	47.66
Irrigation (Monthly Average)	275.81	202.96	156.61	235.81	235.81
Delinquent Notices	37,991	38,438	38,138	37,934	38,000
Water Shutoffs	1,574	1,598	1,432	903	900
Customer Transactions					
Electronic					
Web Pay	13,541	16,379	18,594	20,536	20,536
ACH/RPPS	63,085	66,550	68,575	69,000	69,000
Bank Draft	54,869	61,130	63,739	64,500	64,500
Lock Box	93,423	89,628	86,516	89,434	89,434
Paper					
Drop Box (2nd Avenue) / Mail	21,023	20,949	22,399	24,000	24,000
In-Person Transactions	15,992	15,357	14,779	15,000	15,000
Total Transactions	261,933	269,993	274,602	282,470	282,470
% of total transactions electronic	85.9%	86.6%	86.5%	86.2%	86.2%
% of total transactions paper	8.0%	7.8%	8.2%	8.5%	8.5%
% of total transactions in-person	6.1%	5.7%	5.4%	5.3%	5.3%

Efficiency Measures

	2012	2013	2014	2015*	2016*
Cost of processing bills (mailing and printing)					
Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items.	5.10%	5.00%	4.90%	4.80%	0.00%



City of Franklin, Tennessee

FY 2016 Operating Budget

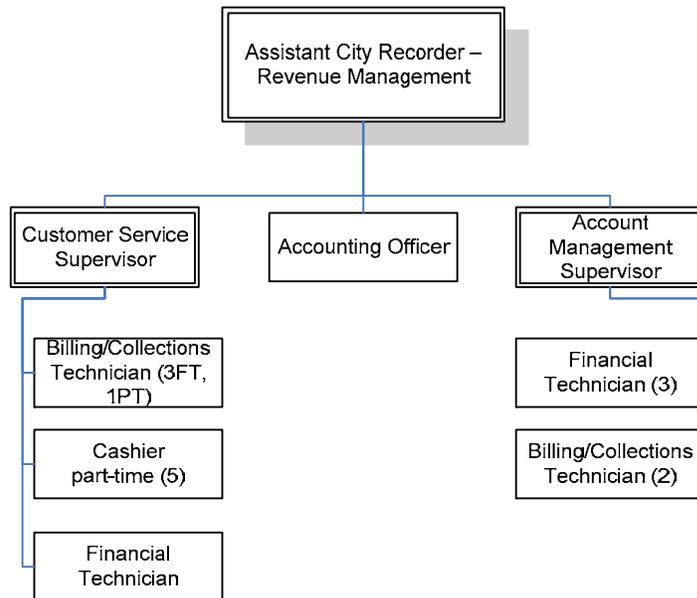
Performance Measures

Outcome (Effectiveness) Measures

	2012	2013	2014	2015*	2016*
Collection Rate(s)					
Property Tax Collections as a Percentage of Property Taxes Billed	98.3%	98.5%	98.4%	98.0%	98.0%
Tennessee Statewide Benchmarking Average	96.5%	95.3%	95.9%	TBD	TBD
Utility Collections as a Percentage of Utilities Billed	101.8%	99.5%	94.3%	97.0%	97.0%
Tennessee Statewide Benchmarking Average	98.1%	98.5%	87.3%	TBD	TBD
Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending	75.70%	76.60%	79.90%	81.00%	0.00%

* 2015 and 2016 data estimated.

Organizational Chart



Note: For detailed counts and authorized positions, please see following page for table entitled "Staffing by Position"



City of Franklin, Tennessee

FY 2016 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Asst City Recorder - Rev. Mgmt	Grade G	1	0	1	0	1	0	1	0	1	0
Asst City Recorder - Billing / Collection	---	1	0	1	0	0	0	0	0	0	0
Account Mgmt Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Customer Service Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Accounting Officer	Grade E	1	0	1	0	1	0	1	0	1	0
Billing / Collection Supervisor	---	1	0	1	0	0	0	0	0	0	0
Financial Technician I	Grade D	3	0	3	0	4	0	4	0	4	0
Billing/Collections Technician	Grade C	6	0	6	0	6	1	5	1	5	1
Cashier Part-Time	Grade B	0	4	0	4	0	3	0	5	0	5
TOTALS		15	4	15	4	14	4	13	6	13	6

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	719,140	754,020	621,008	657,801	631,414	10,406	1.7%
Employee Benefits	259,532	237,052	182,075	154,754	208,556	26,481	14.5%
Total Personnel	978,672	991,072	803,083	812,555	839,970	36,887	4.6%
Operations							
Transportation Services	9,452	8,557	10,600	10,600	11,150	550	5.2%
Operating Services	36	1,167	2,000	2,095	2,050	50	2.5%
Notices, Subscriptions, etc.	558	350	3,100	3,100	5,600	2,500	80.6%
Utilities	3,143	2,631	2,000	2,000	2,750	750	37.5%
Contractual Services	2,424	2,446	2,200	2,600	5,700	3,500	159.1%
Repair & Maintenance Services	394	381	400	400	600	200	50.0%
Employee programs	-	-	1,600	1,600	2,050	450	28.1%
Professional Development/Travel	368	1,115	3,180	3,180	2,600	(580)	-18.2%
Office Supplies	15,530	14,281	24,200	24,200	25,425	1,225	5.1%
Operating Supplies	1,723	1,097	1,600	1,600	4,080	2,480	155.0%
Machinery & Equipment (<\$25,000)	-	9,369	9,500	11,000	16,000	6,500	68.4%
Repair & Maintenance Supplies	-	339	-	55	-	-	0.0%
Property & Liability Costs	3,870	3,665	6,015	6,657	4,555	(1,460)	-24.3%
Permits	118,810	125,570	140,777	160,000	54,300	(86,477)	-61.4%
Financial Fees	219,065	325,990	348,600	350,716	393,200	44,600	12.8%
Interfund Reimbursements	(1,187,618)	(1,128,741)	(1,176,156)	(1,176,156)	(1,150,442)	25,714	-2.2%
Total Operations	(812,245)	(631,783)	(620,384)	(596,353)	(620,382)	2	0.0%
Capital	-	-	-	-	-	-	0.0%
Total Revenue Management	166,427	359,289	182,699	216,202	219,588	36,889	20.2%



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2016 Operating Budget

PUBLIC SAFETY



Public Safety comprises the Police and Fire departments.



Under this operating unit are:

- **Police**
- **Drug Fund**
- **Fire**



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Budget Summary - Overall

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	10,524,318	10,635,743	11,098,056	10,845,583	11,325,035	226,979	2.0%
Operations	3,064,698	3,214,038	2,833,067	2,759,814	2,972,239	139,172	4.9%
Capital	0	0	0	0	0	0	0.0%
Total	13,589,016	13,849,781	13,931,123	13,605,397	14,297,276	366,153	2.6%

Budget Summary - By Division

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Administration	N/A Breakout between Divisions begins FY 2015		3,452,263	3,529,470	3,596,596	144,334	4.2%
Operations			6,294,216	6,043,195	6,439,863	145,646	2.3%
CID			4,184,644	4,032,732	4,260,817	76,173	0.0%
Total	0	0	13,931,123	13,605,397	14,297,276	366,153	2.6%

Mission

To provide professional police services, in partnership with the community, to ensure a safer Franklin and enhance the quality of life.



Departmental Summary

The Franklin Police Department is responsible for: protecting the public from crime; investigating and apprehending lawbreakers; enforcing City ordinances and traffic laws; providing traffic control at the street level and at City schools; and, providing crime prevention information to various groups throughout the community.

The department will continue its community based approach towards solving crime and quality of life issues. Not only does the department cover all special events in order to create a safe environment for our citizens to enjoy, but also maintains a high degree of efficiency with the day-to-day operation in responding to calls for service.

During 2015, the department experienced a great deal of change including the implementation of new leadership: a new Chief of Police and Deputy Chief over Criminal Investigations and Support Services were appointed. Promotions included four Lieutenants, four Sergeants, four Detectives, and twelve Master Patrol Officers. Ten new Police Officers were hired. All vacancies in Communications, Records, and School Crossing Guards were filled. A new Organizational Chart was approved which defined the department's line of business with clarity and transparency.

An analysis of all levels of the department's operations and policy and procedures is in progress and will continue. More information regarding this process and outcomes will be available as it moves forward.



City of Franklin, Tennessee

FY 2016 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Objectives for 2016

- Maintain a low crime rate
- Continue to keep the case clearance rate above the national average
- Achieve re-accreditation
- Continue building community partnerships
- Maintain the budgeted staffing level
- Provide training that will move the department from good to great
- Centralize and enhance the department's fiscal management function
- Continue to work with the Governor's Highway Safety Office on various traffic and DUI enforcement initiatives to reduce vehicular crashes



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City



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

The Franklin Police Department will establish performance standards that help surpass current levels of low crime.

Goal: The violent crime rate in Franklin will remain at least half of the national average and decrease by 3% annually.

Benchmarks: The National Violent Crime Rate for 2011 was 386 per 100,000 residents. The Violent Crime Rate in Franklin was 166 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).

Goal: The property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.

Benchmarks: The Property Crime Rate Nationally was 2,908 per 100,000 residents. The Property Crime Rate in Franklin was 1,710 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).

Goal: Franklin Police will establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.

Benchmarks: The National Clearance Rate for Violent Crimes in 2011 was 47 percent. The Violent Crime Clearance in Franklin was 76 percent (FBI, Crime in America, Uniform Crime Report).

Benchmarks: Nationally, the Property Crime Clearance rate was 18.6 percent .The Property Crime Clearance rate in Franklin was 33 percent (FBI, Crime in America, Uniform Crime Report).

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
Calls for service	60349	77964	67709	69000	70500
Number of Alarm Calls	2873	3122	2543	2880	3000
Number of Offenses	2642	2559	2629	^	^
Number of Arrest	2356	1915	1952	^	^
Group A Crimes per 100,000	4107	3714	3816	^	^
TIBRS Type A crimes	2687	2860	2618	^	^
TIBRS Type A crimes / 1,000 Population	43	46	37	^	^



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

	Tennessee Statewide Benchmarking Average	106	98	TBD	TBD	TBD
	TIBRS Type B crimes	2667	2479	2275	^	^
	Total traffic accidents	2523	1897	2433	^	^
	Public property accidents	0	1897	2282	^	^
	Public property accidents / 1,000 population	38	30	33	^	^
	Tennessee Statewide Benchmarking Average	41	43	TBD	TBD	TBD
	Number of FTEs	0	145	143	143	143
	Number of budgeted, full-time, sworn officers	124	130	129	129	129
	Number of support personnel (excludes jail and dispatch)	26	12	12	12	12
	Number of volunteers	14	15	15	15	15
	Number of reserve officers	N/A	N/A	N/A	N/A	N/A
	Police FTE per 1,000 Population	2.35	2.32	2.08	2.04	2.04
	Tennessee Statewide Benchmarking Average	2.81	2.92	TBD	TBD	TBD
	Average training hours taken by individual sworn employees	90	142	60	100	100
	Number of Police Vehicles	156	158	167	167	167
	Reported peak service population	N/A	100,000-150,000	100,000-150,000	100,000-150,000	100,000-150,000

*FY 2015 Measures estimated

^ No data forecast. It is the policy of the Franklin Police Department not to forecast crime/accident data.

Efficiency Measures

	2012	2013	2014	2015*	2016*	
Total Per Capita Costs	\$ 265	\$ 248	\$ 201	\$ 199	\$ 199	
	Tennessee Statewide Benchmarking Average	\$ 253	\$ 244	TBD	TBD	TBD
Calls per Sworn Officer	487	600	525	535	547	
	Tennessee Statewide Benchmarking Average	565	581	TBD	TBD	TBD
Public Property accidents per FTE	16.14	14.23	15.96	^	^	
	Tennessee Statewide Benchmarking Average	14.35	14.23	TBD	TBD	TBD
Cost per Call for Service	\$ 274	\$ 199	\$ 229	\$ 200	\$ 196	
	Tennessee Statewide Benchmarking Average	\$ 211	\$ 187	TBD	TBD	TBD

Outcome (Effectiveness) Measures

	2012	2013	2014	2015	2015	
Traffic Accidents with Injury as a Percentage of Total Traffic Accidents	16%	18%	TBD	TBD	TBD	
	Tennessee Statewide Benchmarking Average	17%	16%	TBD	TBD	TBD
	Maintain violent crime rate in Franklin at least half of the national average and decrease by 3% annually. (# per 100,000 pop.)					
	Violent Crime Rate in Franklin	93	TBD	TBD	TBD	TBD
	Violent Crime Rate Nationally	387	TBD	TBD	TBD	TBD
	Franklin as a % of National	24.0%	TBD	TBD	TBD	TBD
	Target (National x 1.5%) (Source: CJIS Reports, FBI)	47.0%	44.0%	41.0%	38.0%	38.0%
Meets target?	Yes	TBD	TBD	TBD	TBD	



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Maintain property crime rate in Franklin will be 50% of the national rate and decrease by 3%						
	Property Crime Rate in Franklin	1033	TBD	TBD	TBD	TBD
	<i>Property Crime Rate Nationally</i>	<i>2859</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>
	Franklin as a % of National	36.1%	TBD	TBD	TBD	TBD
	Target	47.0%	44.0%	41.0%	38.0%	38.0%
	Meets target?	Yes	TBD	TBD	TBD	TBD
Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.						
	Violent Crime Clearance in Franklin		TBD	TBD	TBD	TBD
	<i>National Clearance Rate for Violent Crimes</i>	<i>46.8%</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>
	Target (National x 1.5%)	67.2%	64.2%	61.2%	58.2%	55.2%
	Meets target?		TBD	TBD	TBD	TBD
	Franklin Property Crime Clearance Rate		TBD	TBD	TBD	TBD
	<i>National Property Crime Clearance Rate</i>	<i>19.0%</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>	<i>TBD</i>
	Target (National x 1.5%)	25.5%	22.5%	19.5%	16.5%	13.5%
	Meets target?		TBD	TBD	TBD	TBD
Overall Clearance Rate	53.56	49.39	49.75	TBD	TBD	

*FY 2015 & 2016 Measures estimated

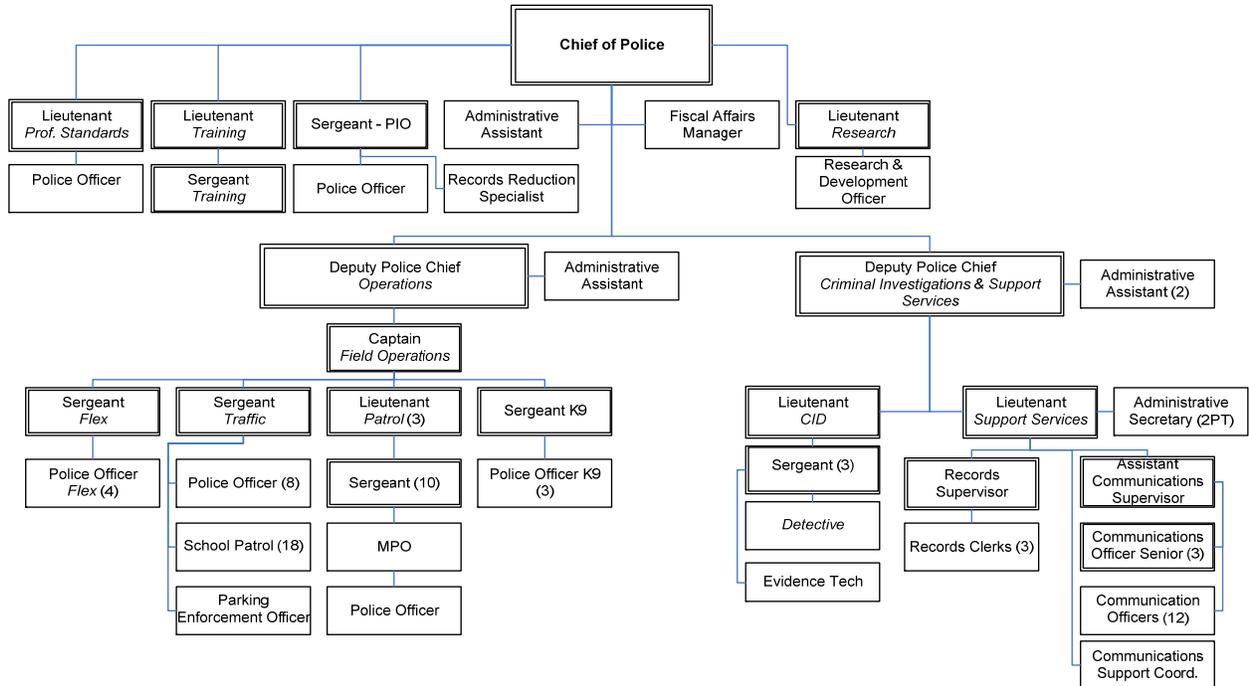
^ No data forecast. It is the policy of the Franklin Police Department not to forecast crime/accident data.



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart





City of Franklin, Tennessee

FY 2016 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Sworn Officers											
Police Chief	Grade M	1	0	1	0	1	0	1	0	1	0
Police Assistant Chief	---	1	0	0	0	0	0	0	0	0	0
Police Deputy Chief	Grade K	2	0	3	0	3	0	2	0	2	0
Field Operations Captain	Grade J	0	0	0	0	0	0	0	0	1	0
Police Lieutenants	Grade I	7	0	7	0	9	0	9	0	8	0
Police Sergeant	Grade G	21	0	21	0	20	0	20	0	20	0
Detective/Master Patrol	Grade F	16	0	16	0	15	0	27	0	27	0
Police Officers	Grade E	79	0	81	0	80	0	68	0	68	0
Police Officer (R&D)	Grade E	1	0	1	0	1	0	1	0	1	0
Admin & Communications											
Fiscal Affairs Manager	Grade H	0	0	0	0	0	0	1	0	1	0
Asst. Comm. Super.	Grade E	1	0	1	0	1	0	1	0	1	0
Records Supervisor	Grade E	1	0	1	0	1	0	1	0	1	0
Sr. Communications Officer	Grade E	0	0	3	0	3	0	3	0	3	0
Admin. Asst.	Grade D	4	0	4	0	4	0	4	0	4	0
Comm. Center Support Coord.	Grade D	1	0	1	0	1	0	1	0	1	0
Evidence Technician	Grade D	1	0	1	0	1	0	1	0	1	0
Communications Officer	Grade D	14	0	12	0	12	0	12	0	12	0
Administrative Secretary	Grade B	0	2	0	2	0	2	0	2	0	2
Records Clerk	Grade B	3	0	3	0	3	0	3	0	3	0
Parking Enforcement officer	Grade B	1	0	1	0	1	0	1	0	1	0
School Patrol (Part-time)	Grade A	0	17	0	18	0	18	0	11	0	11
Records Reduction Specialist	TBD	0	0	0	0	0	0	0	0	1	0
Total Authorized Staffing		154	19	157	20	156	20	156	13	157	13

Positions by Division

Administration	N/A Breakout between Divisions begins FY 2015	8	0	9	0
Operations		88	11	88	11
CID		60	2	60	2
Total Authorized Staffing		156	13	157	13



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget - Overall

	Actual 2013	Actual 2014	Budget 2015	Est'd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	7,362,842	7,395,385	8,179,872	8,004,657	8,220,870	40,998	0.5%
Officials Fees	3,200	3,200	3,200	3,200	3,200	-	0.0%
Employee Benefits	3,158,276	3,237,158	2,914,984	2,837,726	3,100,965	185,981	6.4%
Total Personnel	10,524,318	10,635,743	11,098,056	10,845,583	11,325,035	226,979	2.0%
Operations							
Transportation Services	8,005	8,341	7,130	6,148	7,273	143	2.0%
Operating Services	77,214	74,948	34,700	86,381	44,120	9,420	27.1%
Notices, Subscriptions, etc.	45,267	33,701	23,000	28,843	30,780	7,780	33.8%
Utilities	389,726	425,209	391,576	370,973	440,983	49,407	12.6%
Contractual Services	15,244	6,214	-	15,494	-	-	0.0%
Repair & Maintenance Services	336,428	301,644	182,300	182,223	195,646	13,346	7.3%
Employee programs	148,919	154,170	132,000	51,987	134,640	2,640	2.0%
Professional Development/Travel	6,467	6,722	640	4,792	653	13	2.0%
Office Supplies	41,685	40,254	22,450	28,372	22,899	449	2.0%
Operating Supplies	301,095	343,306	239,950	336,009	244,749	4,799	2.0%
Fuel & Mileage	374,215	366,385	353,650	241,265	310,000	(43,650)	-12.3%
Machinery & Equipment (<\$25,000)	168,651	206,270	189,000	171,145	513,530	324,530	171.7%
Repair & Maintenance Supplies	7,762	9,732	6,000	6,325	18,220	12,220	203.7%
Operational Units	142,649	105,221	71,400	81,808	72,438	1,038	1.5%
Property & Liability Costs	500,796	441,195	450,409	589,916	470,415	20,006	4.4%
Rentals	4,821	4,295	5,150	3,500	5,253	103	2.0%
Permits	-	230	-	-	-	-	0.0%
Other Business Expenses	1,554	7,401	2,500	3,398	2,550	50	2.0%
Debt Service and Lease Payments	494,200	678,800	721,212	551,235	458,092	(263,120)	-36.5%
Total Operations	3,064,698	3,214,038	2,833,067	2,759,814	2,972,239	139,172	4.9%
Capital	-	-	-	-	-	-	0.0%
Total Police Department	13,589,016	13,849,781	13,931,123	13,605,397	14,297,276	366,153	2.6%

Notes & Objectives

The Police budget, for the first time, has been subdivided into divisions. Detail for the Administration, Operations and CID Divisions are on the following pages.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget - Administration Division

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages			580,870	568,428	580,708	(162)	0.0%
Officials Fees	N/A Breakout between Divisions begins FY 2015		3,200	3,200	3,200	-	0.0%
Employee Benefits			298,168	419,906	315,861	17,693	5.9%
Total Personnel	-	-	882,238	991,534	899,770	17,531	2.0%
Operations							
Transportation Services	2,224	1,672	1,030	140	1,051	21	2.0%
Operating Services	63,945	55,842	29,700	72,481	31,520	1,820	6.1%
Notices, Subscriptions, etc.	45,267	33,701	23,000	28,843	30,780	7,780	33.8%
Utilities	389,726	425,209	391,576	370,973	440,983	49,407	12.6%
Contractual Services	15,244	6,214	-	15,494	-	-	0.0%
Repair & Maintenance Services	336,428	301,644	182,300	182,223	195,646	13,346	7.3%
Employee programs	148,919	154,170	11,232	5,423	11,456	225	2.0%
Professional Development/Travel	6,467	6,722	640	4,792	653	13	2.0%
Office Supplies	41,685	40,254	22,450	28,372	22,899	449	2.0%
Operating Supplies	297,297	338,866	168,176	223,795	171,539	3,364	2.0%
Fuel & Mileage	374,215	366,385	353,650	241,265	310,000	(43,650)	-12.3%
Machinery & Equipment (<\$25,000)	168,651	206,270	189,000	171,145	513,530	324,530	171.7%
Repair & Maintenance Supplies	7,762	9,732	6,000	6,325	18,220	12,220	203.7%
Operational Units	48,511	33,580	12,000	38,615	12,240	240	2.0%
Property & Liability Costs	500,796	441,195	450,409	589,916	470,415	20,006	4.4%
Rentals	4,821	4,295	5,150	3,500	5,253	103	2.0%
Permits	-	230	-	-	-	-	0.0%
Other Business Expenses	1,554	7,401	2,500	3,398	2,550	50	2.0%
Debt Service and Lease Payments	494,200	678,800	721,212	551,235	458,092	(263,120)	-36.5%
Total Operations	2,947,712	3,112,182	2,570,024	2,537,936	2,696,826	126,801	4.9%
Capital	-	-	-	-	-	-	0.0%
Total Administration Division	2,947,712	3,112,182	3,452,263	3,529,470	3,596,596	144,334	4.2%

Notes & Objectives

The Police budget, for the first time, has been subdivided into divisions. Detail for the Administration is on the following pages. In an attempt to create divisions, most costs have remained in the Administration division at this time. As FY 2015 progresses into FY 2016, a careful analysis will be undertaken and costs proposed to be shifted to other divisions if necessary beginning in FY 2017.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget - Operation Division

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	N/A Breakout between		4,561,928	4,464,210	4,603,934	42,006	0.9%
Employee Benefits	Divisions begins FY 2015		1,570,960	1,451,496	1,671,763	100,803	6.4%
Total Personnel	-	-	6,132,888	5,915,706	6,275,697	142,810	2.3%
Operations							
Employee programs	-	-	72,501	27,953	73,951	1,450	2.0%
Operating Supplies	-	-	41,828	65,583	42,664	837	2.0%
Operational Units	56,897	50,219	47,000	33,952	47,550	550	1.2%
Total Operations	56,897	50,219	161,329	127,489	164,165	2,837	1.8%
Capital	-	-	-	-	-	-	0.0%
Total Operation Division	56,897	50,219	6,294,216	6,043,195	6,439,863	145,646	2.3%

Notes & Objectives

The Police budget, for the first time, has been subdivided into divisions. Detail for the Operations is included on the following pages. The initial creation of divisions has resulted in all labor costs, uniform costs and training costs along with divisional specific costs already accounted for being allocated to the Operations division.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget - CID Division

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	N/A Breakout between		3,037,074	2,972,019	3,036,228	(846)	0.0%
Employee Benefits	Divisions begins FY 2015		1,045,856	966,324	1,113,341	67,485	6.5%
Total Personnel	-	-	4,082,930	3,938,343	4,149,569	66,638	1.6%
Operations							
Transportation Services	5,781	6,669	6,100	6,008	6,222	122	2.0%
Operating Services	13,269	19,106	5,000	13,900	12,600	7,600	152.0%
Employee programs	-	-	48,267	18,610	49,233	965	2.0%
Operating Supplies	3,798	4,440	29,946	46,630	30,545	599	2.0%
Operational Units	37,241	21,422	12,400	9,241	12,648	248	2.0%
Total Operations	60,089	51,637	101,714	94,389	111,248	9,534	9.4%
Capital	-	-	-	-	-	-	0.0%
Total CID Division	60,089	51,637	4,184,644	4,032,732	4,260,817	76,173	1.8%

Notes & Objectives

The Police budget, for the first time, has been subdivided into divisions. Detail for the CID is included on the following pages. The initial creation of divisions has resulted in all labor costs, uniform costs and training costs along with divisional specific costs already accounted for being allocated to the CID division.



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Drug Fund

Chief Deborah Y. Faulkner, EdD

Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Fund Balance	144,788	121,781	165,436	165,436	231,118	65,682	39.70%
Revenues	86,358	171,821	173,161	164,140	173,161	0	0.00%
Expenditures	109,365	128,166	127,000	98,458	127,000	0	0.00%
Ending Balance	121,781	165,436	211,597	231,118	277,279	65,682	31.04%

Fund Summary

The Drug Fund is really a special revenue account established under Tennessee Code Annotated (T.C.A.) 39-17-420. (A special revenue account exists outside the city's or county's General Fund, and funds in the special revenue account do not revert to the General Fund at the end of the fiscal year).

Revenues come from one-half of the fines from drug offenses, any cash that is forfeited to the city or county as well as the proceeds from the sale of any forfeited property (usually vehicles) and donations.

Legitimate expenditures for the fund include: local drug treatment programs, drug education programs, drug enforcement expenditures (both general drug enforcement and cash transactions relating to undercover operations), general drug enforcement expenditures include all drug enforcement expenditures that are not directly related to undercover operations, (including automobiles for drug investigators, maintenance and operational expenditures for a drug officer's automobile, including gasoline, telephone charges, including cellular telephone charges, office supplies and office equipment for drug enforcement officers, drug identification kits for drug investigators and patrol, drug enforcement training, and drug dogs and their maintenance, including food and veterinary service), and confidential expenditures (i.e. payments made to an informant for information, payments made to an independent undercover agent, and money spent to actually purchase drugs as part of an undercover operation).

Source: Cross, J. Ralph and Barton, Rex. *Drug Fund Manual*. Municipal Technical Advisory Service, University of Tennessee. Knoxville, TN. May 2003.



City of Franklin, Tennessee **FY 2016 Operating Budget**

Organizational Chart

There is no organization chart associated with the Drug Fund. It is supervised by personnel in the Police Department.

Staffing by Position

There are no staff formally associated with the Drug Fund. It is supervised by personnel in the Police Department.



City of Franklin, Tennessee FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$ %	
Beginning Fund Balance	144,788	121,781	165,436	165,436	231,118	65,682	39.7%
Revenues							
DRUG FINES RECEIVED	55,078	82,013	93,070	64,170	93,070	-	0.0%
CONFISCATED GOODS (FEDERAL)	23,459	68,264	47,321	59,623	47,321	-	0.0%
CONFISCATED GOODS (STATE)	3,224	17,087	31,770	5,394	31,770	-	0.0%
INTEREST INCOME	1,840	1,127	1,000	1,000	1,000	-	0.0%
SALE OF SURPLUS ASSETS	2,757	3,330	-	33,954	-	-	0.0%
Total Available Funds	86,358	171,821	173,161	164,140	173,161	-	0.0%
Expenses (Operations)							
TRANSPORTATION CHARGES	2,935	4,670	2,000	2,258	2,000	-	0.0%
NOTICES, SUBSCRIPTIONS, PUBLICITY	24,304	16,616	12,000	3,200	12,000	-	0.0%
EMPLOYEE PROGRAMS	7,422	26,706	25,000	18,000	25,000	-	0.0%
OPERATING SUPPLIES	-	119	-	-	-	-	0.0%
MACHINERY & EQUIPMENT (<\$25,000)	(1,180)	13,042	-	-	-	-	0.0%
OPERATIONAL UNITS	34,814	40,802	48,000	42,000	48,000	-	0.0%
PERMITS	75	-	-	-	-	-	0.0%
OTHER BUSINESS EXPENSES	40,995	26,211	40,000	33,000	40,000	-	0.0%
Capital	-	-	-	-	-	-	0.0%
Total Expenditures	109,365	128,166	127,000	98,458	127,000	-	0.0%
Ending Fund Balance	121,781	165,436	211,597	231,118	277,279	65,682	31.0%

Notes & Objectives

This fund is proposed to be level-funded for FY 2016.

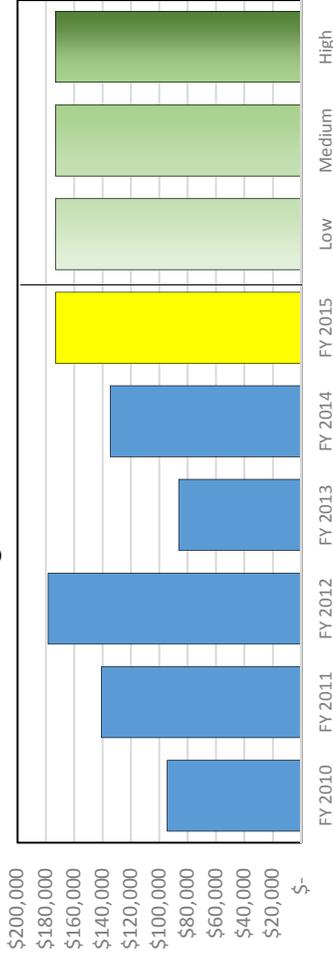


Fund: Drug Fund **Percent of All Revenues 0.1%**

Drug Fund: The Drug Fund is a special revenue account established under Tennessee Code Annotated (T.C.A.) 39-17-420. (A special revenue account exists outside the city's or county's General Fund, and funds in the special revenue account do not revert to the General Fund at the end of the fiscal year).

Revenues come from one-half of the fines from drug offenses, any cash that is forfeited to the city or county as well as the proceeds from the sale of any forfeited property (usually vehicles) and donations.

Drug Fund - FY 2010-2016



	Actual					Budget	Forecasts (FY 2016)			Averages
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014		Low	Medium	High	
DRUG FINES RECEIVED	67,735	58,324	50,708	55,078	78,690	93,070	93,070	93,070	3-yr Average	
CONFISCATED GOODS (FEDERAL)	25,292	72,998	121,312	23,459	45,954	47,321	47,321	47,321	\$ 133,144	
CONFISCATED GOODS (STATE)	1,226	6,179	1,372	3,224	5,550	31,770	31,770	31,770	10.0%	
INTEREST INCOME	236	3,475	5,009	1,840	4,480	1,000	1,000	1,000	5-Yr Average	
SALE OF SURPLUS ASSETS	-	-	-	2,757	-	-	-	-	\$ 126,980	
Totals	\$ 94,489	\$ 140,976	\$ 178,401	\$ 86,358	\$ 134,674	\$ 173,161	\$ 173,161	\$ 173,161	7.3%	
									10-Yr Average	
									\$ 626,999	
									-7.2%	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2016 Operating Budget

Fire

Rocky Garzarek, Fire Chief

Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	11,128,037	11,644,069	11,839,212	11,755,520	12,475,152	635,940	5.4%
Operations	1,636,048	1,603,841	2,052,151	1,735,606	2,464,603	412,452	20.1%
Capital	75,737	0	60,000	60,000	0	(60,000)	-100.0%
Total	12,839,822	13,247,910	13,951,363	13,551,126	14,939,755	988,392	7.1%

Departmental Summary



We continue to thank the Board of Mayor and Alderman and the City leadership for its support of the fire department in our endeavor to serve our community. The fire department saw another busy year with an increase in its call volume of 400 additional incident related responses. Unfortunately this wasn't the only increase we experienced as our average response time now appears to exceed 5 minutes on average. While many factors attribute to these increases, we have developed a responsible budget to meet the ever increasing demand for service while reversing the trend of increasing response times.

With the support of our board of mayor and alderman this past year, two major milestones are in progress. In August 2014, a temporary fire station was opened in Goose Creek while a groundbreaking ceremony for fire station 8 in Westhaven occurred in November of the same year. Presently, station 7 is being operated by a redistribution of personnel and equipment from station 5. While this arrangement is meeting a great need, it has lessened the service levels once provided to the remainder of the city in a number of ways. In support of this station, this budget seeks to remedy these deficiencies in the form of twelve new personnel, a newly equipped fire engine and operational costs for the continuation of the temporary station.

Fire station 8 is anticipated to open in August of 2015. Appropriated in the facilities tax fund is the remaining construction costs, the balance of the ladder truck, equipment and furnishings for both.

The fire department is not successful solely because of its physical resources. We recognize that our people must be able to maintain their present skills and continue to learn new ones. Our proposal offers continual incentives for paramedic level training initiatives, increased opportunities for advanced technical rescue training and upgrades to our natural gas powered live fire props.

The department has always and will continue to be prudent in the management of our budget resources. With a budget exceeding fourteen million, we believe that there is great benefit in creating a fiscal manager for budget and procurement oversight and that this position has the potential to pay for itself.



City of Franklin, Tennessee

FY 2016 Operating Budget

Fire

Rocky Garzarek, Fire Chief

Departmental Goals

Achieve a new Insurance Services Office Public Protection Class rating of 2 for the entire City.

Provide training and professional development for personnel to meet growing demands of the City of Franklin and the Franklin Fire Department.

Implement a performance reporting and evaluation system that provides monthly ratings and feedback for its employees.

Through equipment acquisition and continual advanced training, the Franklin Fire Department will increase the department's capability to perform a variety of specialized rescue services to enhance protection and serve those that live in and visit our community.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City



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

Goal: The Franklin Fire Department will provide a response time among the top quartile of Tennessee Benchmark cities (TMBP).

Baseline: Average Total Response Time in 2012 was 5.49 minutes (Source: Computer Aided Dispatch Data) - (This metric captures total response time from the receipt of the call by dispatch until the first fire unit arrives on the scene for the designated period.)

Goal: The Franklin Fire Department will reduce property fire loss per \$1 million of appraised value.

Baseline: Fire Loss per \$1 million of Appraised Value was \$87.26 in 2012. - (This measures fire loss in dollars per \$1 million of appraised value of real and personal property in the covered district. The appraised value reflects tax records, which have exempt properties shown with \$0 value.)

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015	2016
Calls for service	5813	6179	6530	6670	6947
- Medical	3978	4237	4339	4500	4700
- Fire	155	149	151	150	150
- Structure Fire	44	64	34	50	48
- Overpressure	11	7	20	10	15
- Hazardous Conditions	113	134	186	150	145
- Service Call	395	394	505	450	475
- Good Intention Call	399	428	381	400	400
- False Alarm	702	749	908	950	1000
- Severe Weather/Natural Disaster	7	10	5	5	7
- Other	9	7	1	5	7
Total Calls for Service / 1,000 Population	92	98	94	95	99
Tennessee Statewide Benchmarking Average	99	96	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Structure fires / 1,000 Population	0.70	1.02	0.49	0.71	0.69
Tennessee Statewide Benchmarking Average	1.46	1.49	TBD	TBD	TBD
Fire inspections	1031	1058	693	900	1000
Fire code violations (notices)	1544	1406	86	TBD	TBD
Number of budgeted certified positions	158	160	161	173	173
ISO rating	2	2	2	2	2
Number of fire stations	6	6	6	6	6
Total fire apparatus	17	16	16	16	16

Efficiency Measures

	2012	2013	2014	2015	2016
Total Fire Costs per Capita	\$ 229.36	\$ 218.30	\$ 215.28	\$ 194.20	
Tennessee Statewide Benchmarking Average	\$ 172.87	\$ 173.56	TBD	TBD	TBD
Budgeted Certified Positions / 1,000 population	2.53	2.56	2.34	2.47	
Tennessee Statewide Benchmarking Average	2.02	2.04	TBD	TBD	TBD
Cost per Call for Service	\$ 2,484	\$ 2,367	\$ 2,281	\$ 2,038	\$ 1,957
Tennessee Statewide Benchmarking Average	\$ 2,171	\$ 2,186	TBD	TBD	TBD

Outcome (Effectiveness) Measures

	2012	2013	2014	2015	2015
Provide a response time among the top quartile of Tennessee Benchmark					
Average Franklin total response time (dispatch and department)*	5.49	5.53	6.04	TBD	TBD
Tennessee Statewide Benchmarking Average	4.45	4.38	TBD	TBD	TBD
Percent met total target response time (6 min, 35 sec)					
Meets Target?	Yes	Yes	Yes	TBD	TBD
Franklin Response among top quartile of TMBP cities?					
Meets Target?	No	No	TBD	TBD	TBD
Reduce property fire loss per \$1 million of appraised value.					
Fire Loss per \$1 million of Appraised Value	\$ 87.26	\$ 43.97	\$ 63.39	TBD	TBD
Meets Target?	N/A	Yes	No	TBD	TBD
Confine the fire to the room of origin for 90% of all interior structure fire incidents	84%	90%	91%	TBD	TBD
Deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements.	100%	100%	100%	100%	100%
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				
Property value dollars saved	N/A	\$12,706,250	\$17,518,825	TBD	TBD
Percent of fire code violations cleared in 90 days	N/A	N/A	N/A	TBD	TBD

*This metric captures total response time from the receipt of the call by dispatch until the first fire unit arrives on the scene for the designated period.

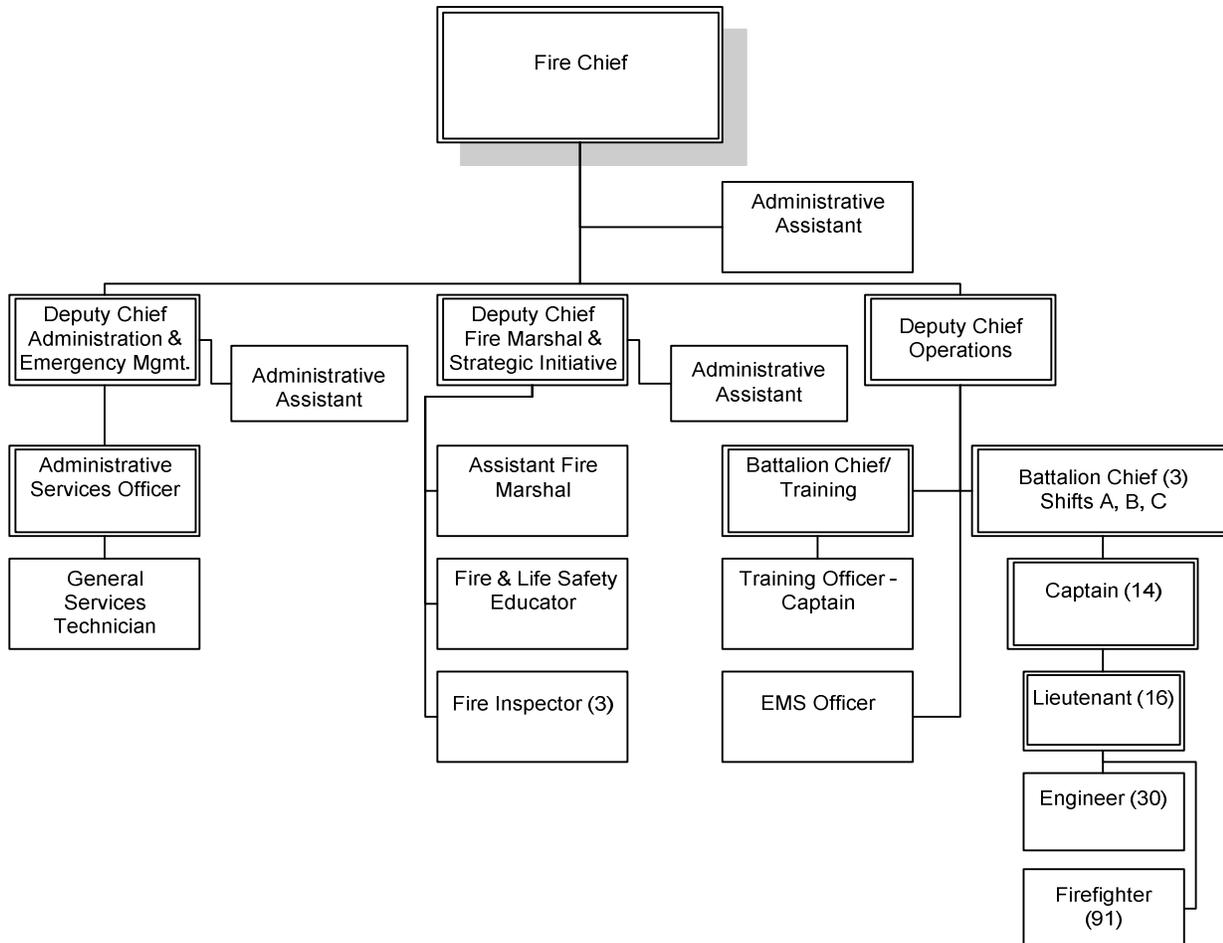
**This measures fire loss in dollars per \$1 million of appraised value of real and personal property in the covered district. The appraised value reflects tax records, which have exempt properties shown with \$0 value.



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart



Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee

FY 2016 Operating Budget

Staffing by Position

Staffing will be updated through the process.

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Fire Chief	Grade L	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Administration	Grade K	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Operations	Grade K	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Fire Marshal	Grade K	1	0	1	0	1	0	1	0	1	0
Battalion Chief	Grade J	3	0	3	0	3	0	3	0	3	0
Battalion Chief - Training	Grade J	0	0	1	0	1	0	1	0	1	0
EMS Officer	Grade I	1	0	1	0	1	0	1	0	1	0
Fire Captain	Grade I	14	0	14	0	14	0	14	0	14	0
Training Officer (Captain)	Grade I	2	0	1	0	1	0	1	0	1	0
Administrative Services Officer	Grade I	1	0	1	0	1	0	1	0	1	0
Assistant Fire Marshal	Grade H	1	0	1	0	1	0	1	0	1	0
Fire & Life Safety Educator	Grade G	1	0	1	0	1	0	1	0	1	0
Fire Lieutenant	Grade G	16	0	16	0	16	0	16	0	16	0
Fire Inspector	Grade G	2	0	2	0	3	0	3	0	3	0
Fire Engineer	Grade F	30	0	30	0	30	0	30	0	30	0
Firefighter	Grade E	81	0	81	0	81	0	91	0	91	0
Administrative Assistant	Grade D	1	1	2	1	3	0	3	0	3	0
General Services Technician	Grade D	1	0	1	0	1	0	1	0	1	0
Intern	--	0	0	0	0	0	0	0	0	0	0
Accreditation Manager	--	0	0		0	0	0	0	0	0	0
Totals		158	1	159	1	161	0	171	0	171	0



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	7,753,445	8,134,197	8,520,432	8,584,870	8,927,801	407,369	4.8%
Employee Benefits	3,374,592	3,509,872	3,318,780	3,170,650	3,547,351	228,571	6.9%
Total Personnel	11,128,037	11,644,069	11,839,212	11,755,520	12,475,152	635,940	5.4%
Operations							
Transportation Services	947	848	3,100	1,650	3,050	(50)	-1.6%
Operating Services	101,607	102,552	168,600	93,159	143,353	(25,247)	-15.0%
Notices, Subscriptions, etc.	19,982	27,130	23,840	20,800	36,405	12,565	52.7%
Utilities	206,634	241,156	223,100	241,093	271,382	48,282	21.6%
Contractual Services	101,684	30,452	31,000	31,000	41,050	10,050	32.4%
Repair & Maintenance Services	383,321	385,049	402,990	369,925	440,895	37,905	9.4%
Employee programs	26,058	32,672	43,160	40,000	86,740	43,580	101.0%
Professional Development/Travel	31,802	23,756	25,000	26,000	57,657	32,657	130.6%
Office Supplies	14,170	16,977	16,200	16,800	18,200	2,000	12.3%
Operating Supplies	171,721	215,835	175,850	189,400	182,680	6,830	3.9%
Fuel & Mileage	98,425	100,892	100,500	80,000	85,500	(15,000)	-14.9%
Machinery & Equipment (<\$25,000)	185,918	156,955	321,385	195,885	342,500	21,115	6.6%
Repair & Maintenance Supplies	94,024	127,047	111,500	94,100	111,530	30	0.0%
Operational Units	14,160	3,305	10,000	-	10,000	-	0.0%
Property & Liability Costs	148,724	122,640	118,871	130,988	90,113	(28,758)	-24.2%
Rentals	-	-	500	-	500	-	0.0%
Permits	4,128	5,565	6,490	6,490	6,335	(155)	-2.4%
Debt Service and Lease Payments	32,743	11,010	270,065	198,316	536,713	266,648	98.7%
Total Operations	1,636,048	1,603,841	2,052,151	1,735,606	2,464,603	412,452	20.1%
Machinery & Equipment (>\$25,00)	75,737	-	60,000	60,000	-	(60,000)	-100.0%
Capital	75,737	-	60,000	60,000	-	(60,000)	-100.0%
Total Fire Department	12,839,822	13,247,910	13,951,363	13,551,126	14,939,755	988,392	7.1%



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

FINANCE & ADMINISTRATION

Finance and Administration provides 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.

City of Franklin Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for the City's 2013 Comprehensive Annual Financial Report (24th year). [The 2014 report has been submitted for the award.]
- Government Finance Officers Association (GFOA) award for budget presentation for the City's 2015 budget document (7th year).
- Established Fuel Hedging initiative with Davidson County. City has saved over \$545,000 in its fuel costs between 2009 and 2014.
- Completed the 2014 annual audit with no findings. This was the third consecutive year of no findings.

Under this operating unit are:

- **Finance**
- **Information Technology**
- **Purchasing**
- **Municipal Court**
- **Sanitation & Environmental Services Fund**
- **Transit Fund**
- **Water & Wastewater Fund**



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Finance

Russell Truell, Assistant City Administrator

Mike Lowe, Comptroller

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	706,200	772,560	800,743	841,862	832,256	31,513	3.9%
Operations	-18,521	-56,018	-51,986	-60,150	-70,624	-18,638	-35.9%
Capital	0	0	50,000	0	50,000	-	0.0%
Total	687,679	716,542	798,757	781,712	811,632	12,875	1.6%

Departmental Summary

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 a variety of 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.

FY 2016 Outlook

As a significant part of its paperless initiatives, the Finance Department will no longer issue paper payroll checks as of April 1, 2015. Also, employees will access their bi-weekly paystubs electronically instead of paper remittances. Finance will no longer be requesting an additional direct deposit form for paying employee reimbursements through accounts payable. The primary bank account in payroll will be used. The use of direct deposit and electronic remittances will reduce the use of expensive check stock, envelopes and postage, as well as the manpower required to investigate and report outstanding payroll checks, as well as distribute paper remittances.

The Finance Department continues to pursue electronic payments for existing and new vendors, allowing the further reduction of office supplies, postage and manpower. Along with this requirement, ACH remittances could be emailed rather than mailed. Doing this will increase savings on paper products and postage. Utilities payments have been automatically paid for several years.

For 2016, the Department will focus on best practices of cash management and financial analysis efforts. The department is updating its practices for tracking and forecasting receipts and payments, as well as analyzing financial data not only for the City, but also other entities such as Transit and the Conference Center.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures are demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service



Franklin government will seek diversification and efficiencies of revenue sources to fund its aspirations.

Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without a over-dependence on a single dominant revenue source.

Baseline: To determine the optimal proportion of revenue sources necessary to balance equitable payment for growth.

Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody's, Fitch, and S&P).

Baseline: As of 2012, Moody's and Standard & Poor's have rated Franklin at AAA.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

		2012	2013	2014	2015*	2016*
	Have City's rating affirmed by multiple rating agencies (maximum = 3)	2	2	2	2	2
	Increase use of electronic payments for payroll (percent paid by ACH)	97%	98%	98%	100%	100%
	Increase use of electronic payments for AP (percent paid by ACH/EFT)	22%	33%	34%	35%	40%
	Vendor payments issued	6,862	4,942	4,045	4,250	4,500
	Invoices processed	11,554	9,349	6,143	6,250	6,500
	Checks issued (non-payroll)	473	3,821	2,652	2,000	2,000

Efficiency Measures

		2012	2013	2014	2015*	2016*
	TBD					



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

		2012	2013	2014	2015*	2016*												
	Retain the City's Triple AAA rating (for consecutive months)	162 months since attained December 1998	174 months since attained December 1998	186 months since attained December 1998	198 months since attained December 1998	210 months since attained December 1998												
	Exceed the return on investments of the LGIP	1.47% average to LGIP's .12%	1.36% average to LGIP's .13%	1.06% average to LGIP's .09%	1.00% average to LGIP's .08%	Exceed LGIP average by 1%												
	Achieve the GFOA Annual Report award for financial reporting annually	21st consecutive (for FY 2011)	22nd consecutive (for FY 2012)	23rd consecutive (for FY 2013)	24th consecutive (for FY 2014)	25th consecutive (for FY 2015)												
	Achieve the GFOA Budget Report award annually	4th award (for FY 2012 budget)	5th award (for FY 2013 budget)	6th award (for FY 2014 budget)	7th award (for FY 2015 budget)	8th award (for FY 2016 budget)												
	<p>Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without a over-dependence on a single dominant revenue source.</p> <p>Baseline: To determine the optimal proportion of revenue sources necessary to balance equitable payment for growth.</p> <table border="1"> <tr> <td>Target?</td> <td colspan="5">Baseline Being Established</td> </tr> <tr> <td>Meets Target?</td> <td>TBD</td> <td>TBD</td> <td>TBD</td> <td>TBD</td> <td>TBD</td> </tr> </table>						Target?	Baseline Being Established					Meets Target?	TBD	TBD	TBD	TBD	TBD
Target?	Baseline Being Established																	
Meets Target?	TBD	TBD	TBD	TBD	TBD													
	<p>Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody's, Fitch, and S&P).</p> <p>Baseline: As of 2012, Moody's and Standard & Poor's have rated Franklin at AAA.</p> <table border="1"> <tr> <td>Target (# of rating agencies per FY)</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>Meets Target?</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> <td>Yes</td> </tr> </table>						Target (# of rating agencies per FY)	2	2	2	2	2	Meets Target?	Yes	Yes	Yes	Yes	Yes
Target (# of rating agencies per FY)	2	2	2	2	2													
Meets Target?	Yes	Yes	Yes	Yes	Yes													

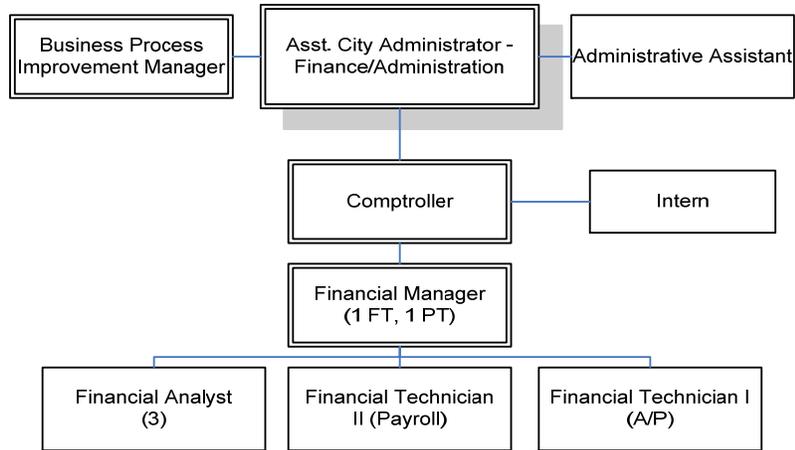
* 2015 & 2016 estimated



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Asst. City Admin-Finance/Admin	Grade N	1	0	1	0	1	0	1	0	1	0
Comptroller	Grade K	1	0	1	0	1	0	1	0	1	0
Business Process Imp. Mgr.	Grade H	0	0	0	0	1	0	1	0	1	0
Financial Manager	Grade H	1	1	1	1	1	1	1	1	1	1
Financial Analyst	Grade H	3	0	3	0	3	0	3	0	3	0
Payroll Specialist	Grade E	0	0	0	0	1	0	1	0	1	0
Financial Technician I(AP)	Grade D	0	0	0	0	1	0	1	0	1	0
Financial Technician 1/2/3	---	2	0	2	0	0	0	0	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Intern	Intern	0	0	0	0	0	0	0	1	0	1
Totals		9	1	9	1	10	1	10	2	10	2



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	527,243	561,050	606,832	643,890	623,855	17,023	2.8%
Employee Benefits	178,957	211,510	193,911	197,972	208,401	14,490	7.5%
Total Personnel	706,200	772,560	800,743	841,862	832,256	31,513	3.9%
Operations							
Transportation Services	2,927	3,471	3,518	2,247	2,350	(1,168)	-33.2%
Operating Services	1,884	2,392	1,885	651	1,850	(35)	-1.9%
Notices, Subscriptions, etc.	4,601	6,961	4,046	5,854	5,155	1,109	27.4%
Utilities	4,162	4,264	4,141	4,158	3,950	(191)	-4.6%
Contractual Services	32,060	14,396	19,675	16,330	20,900	1,225	6.2%
Repair & Maintenance Services	3,739	2,892	4,174	2,469	3,000	(1,174)	-28.1%
Employee programs	180	-	-	-	-	-	0.0%
Professional Development/Travel	11,759	15,598	13,908	11,445	11,350	(2,558)	-18.4%
Office Supplies	4,825	4,445	4,975	5,662	5,750	775	15.6%
Operating Supplies	22	180	-	-	-	-	0.0%
Fuel & Mileage	4	66	-	470	300	300	100.0%
Machinery & Equipment (<\$25,000)	5,950	3,317	7,800	7,360	7,600	(200)	-2.6%
Repair & Maintenance Supplies	157	113	-	57	100	100	100.0%
Property & Liability Costs	3,143	2,522	2,660	3,701	3,632	972	36.5%
Permits	400	1,000	-	-	-	-	0.0%
Financial Fees	71,066	67,934	64,010	62,224	66,500	2,490	3.9%
Interfund Reimbursements	(165,400)	(185,569)	(182,778)	(182,778)	(203,061)	(20,283)	11.1%
Total Operations	(18,521)	(56,018)	(51,986)	(60,150)	(70,624)	(18,638)	-35.9%
Machinery & Equipment (>\$25,000)	-	-	50,000	-	50,000	-	0
Capital	-	-	50,000	-	50,000	-	0.0%
Total Finance Department	687,679	716,542	798,757	781,712	811,632	12,875	1.6%



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee
FY 2016 Operating Budget

Information Technology

Fred Banner, Director

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	1,268,851	1,314,453	1,490,289	1,507,558	1,532,051	41,762	2.8%
Operations	2,080,060	2,196,749	2,259,185	2,249,470	2,321,196	62,011	2.7%
Capital	0	959,444	50,000	50,000	34,500	(15,500)	-31.0%
Total	3,348,911	4,470,646	3,799,474	3,807,028	3,887,747	88,273	2.3%

Departmental Mission:

To provide innovative, reliable, and secure technology solutions that are aligned with City of Franklin’s goals and objectives to enhance City services.

Departmental Vision:

Information Technology (IT) is focused on providing professional and prompt service to our community by strengthening the City of Franklin’s technology infrastructure, and delivering innovative solutions that meet our City’s needs and goals.

Departmental Summary

The Information Technology (IT) Department’s mission is to provide innovative, reliable and secure technology solutions that are aligned with City of Franklin’s goals and objectives to enhance City services. Our vision requires IT to focus on providing professional and prompt service to our community by strengthening the City’s technology infrastructure and delivering useful solutions that meet Franklin’s



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service



The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.

Citizens will have online access to city services.

Goal: To enhance online services for citizens.

Baseline: The City of Franklin currently has 100 services available for citizens to complete online in 2013.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
Number of ArcMap Licenses -GIS	70	80	90	75	TBD
Number of 800 MHz Radios (Motorola)	724	725	725	725	TBD
Number of Cell Phones (Verizon Wireless)	251	260	260	264	TBD
Number of Cell Phones Recycled	TBD	TBD	124	130	TBD
Number of Wireless Lines (Verizon Wireless)	427	435	480	510	TBD
Number of Active User Extensions -Phone System (Cisco Systems)	506	510	667	723	TBD
Number of Desktop Computers	410	500	525	500	TBD
Number of Laptops	227	300	315	350	TBD
Number of Servers	53(18)*	53(50)*	30(65)*	20(90)	TBD
Number of Servers Virtualized	N/A	15	TBD	90	TBD
Help Desk / HelpStar Requests by Category:	0	0	0	0	TBD
800 MHz Radios	114	120	140	72	TBD
Financial Applications	85	90	90	189	TBD
FIRE -Computer Technology	200	200	200	132	TBD
GIS	211	230	240	167	TBD
Hardware	330	350	450	321	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Phones	375	350	400	311	TBD
Police - Computer Technology	690	700	650	366	TBD
Printers	162	161	200	132	TBD
Software	1270	1350	1400	1314	TBD
TriTech	5	10	10	1	TBD
Web Related	225	235	350	159	TBD
Total Active Calls:	1,296,156	1,296,156	1,296,156	1,296,156	TBD
Duration:	4,887:37:25 (hours/minutes /seconds)	4,887:37:25 (hours/minutes /seconds)	4,887:37:25 (hours/minutes /seconds)	4,887:37:25 (hours/minutes /seconds)	TBD
Total Push to Talks:	2,868,220	2,868,220	2,868,220	2,868,220	TBD
Average Voice Call Duration:	0:00:14 (seconds)	0:00:14 (seconds)	0:00:14 (seconds)	0:00:14 (seconds)	TBD

Efficiency Measures

	2012	2013	2014	2015*	2016*
TBD					

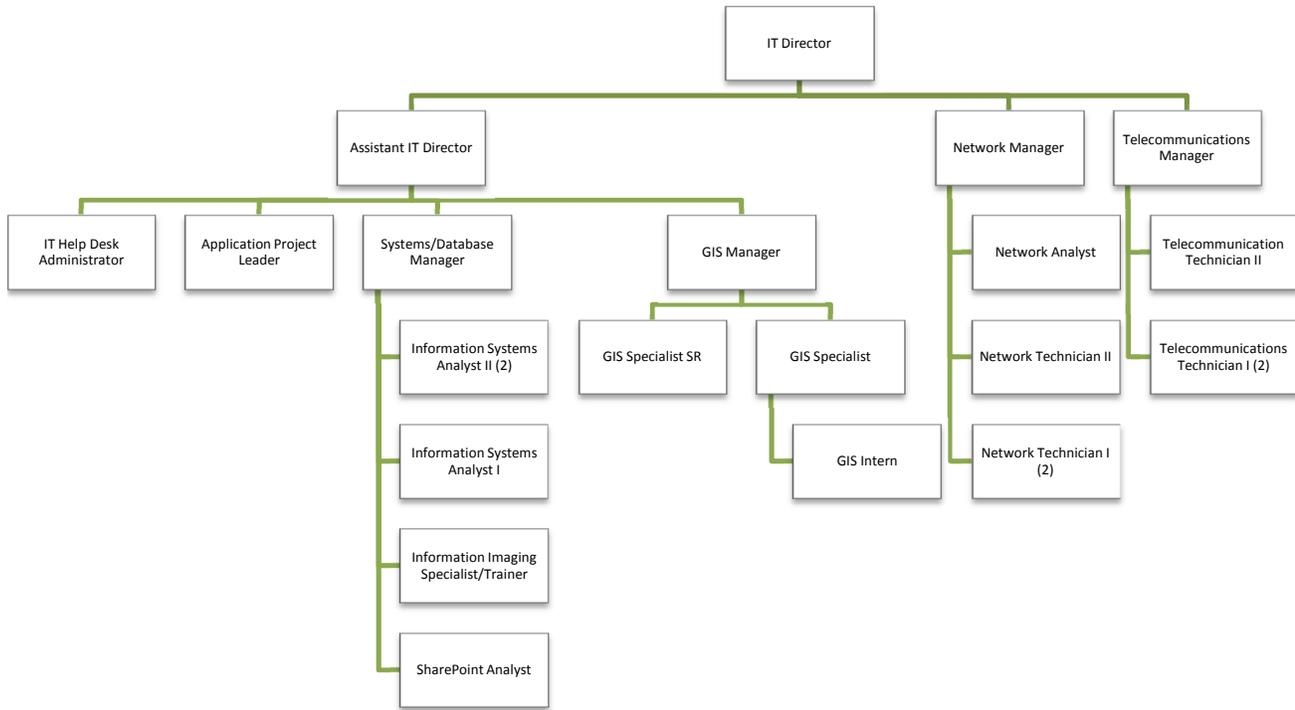
Outcome (Effectiveness) Measures

	2012	2013	2014	2015*	2016*
 Enhance online services for citizens (Baseline 100 in 2013)	N/A	100	TBD	TBD	TBD
Target	N/A	100	>100	>101	>102
Meets Target?	N/A	Yes	TBD	TBD	TBD

* 2015 & 2016 data estimated



Organizational Chart



Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Info Technology Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant IT Director	Grade K	0	0	0	0	0	0	1	0	1	0
Systems/Database Manager	Grade J	0	0	0	0	1	0	1	0	1	0
Telecommunications Manager	Grade J	0	0	0	0	1	0	0	0	1	0
Applications Project Leader	Grade J	0	0	0	0	1	0	1	0	1	0
Network Manager	Grade J	0	0	0	0	1	0	1	0	1	0
GIS Manager	Grade I	0	0	0	0	1	0	1	0	1	0
Sharepoint Analyst	Grade H	0	0	0	0	1	0	1	0	1	0
Information Systems Analyst II	Grade H	0	0	0	0	1	0	1	0	2	0
Network Analyst	Grade H	0	0	0	0	0	0	1	0	1	0
Information Imaging Specialist /Trainer	Grade G	0	0	0	0	1	0	1	0	1	0
GIS Specialist Sr	Grade G	2	0	2	0	1	0	1	0	1	0
Network Technician II	Grade G	0	0	0	0	1	0	1	0	1	0
Telecommunications Tech II	Grade G	0	0	0	0	0	0	1	0	1	0
Telecommunications Tech I	Grade F	1	0	2	0	2	0	2	0	2	0
Network Technician I	Grade F	2	0	2	0	1	0	1	1	1	1
Information Systems Analyst I	Grade F	0	0	0	0	1	0	1	0	0	0
ITS Specialist	Grade E	0	0	0	0	1	0	1	0	0	0
GIS Specialist	Grade E	0	0	0	0	1	0	1	0	1	0
IT Help Desk Administrator	Grade E	0	0	0	0	1	0	1	0	1	0
Intern	Intern	0	1	0	2	0	2	0	1	0	1
Applications Development Manager	---	1	0	0	0	0	0	0	0	0	0
Communications Services Manager	---	1	0	1	0	0	0	0	0	0	0
Database Admin./Webmaster	---	1	0	1	0	0	0	0	0	0	0
Database Manager	---	0	0	1	0	0	0	0	0	0	0
GIS Applications Manager	---	1	0	1	0	0	0	0	0	0	0
Financial Applications Manager	---	0	0	1	0	0	0	0	0	0	0
Business Services Applications Man.	---	1	0	1	0	0	0	0	0	0	0
Network Manager	---	1	0	1	0	0	0	0	0	0	0
Public Safety Applications Manager	---	1	0	1	0	0	0	0	0	0	0
Administrative Assistant	---	1	0	1	0	0	0	0	0	0	0
Asset Analyst I	---	0	0	1	0	0	0	0	0	0	0
Totals		14	1	17	2	18	2	20	2	20	2



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	942,575	1,008,006	1,174,037	1,200,183	1,227,238	53,201	4.5%
Employee Benefits	326,276	306,447	316,252	307,375	304,813	(11,439)	-3.6%
Total Personnel	1,268,851	1,314,453	1,490,289	1,507,558	1,532,051	41,762	2.8%
Operations							
Transportation Services	903	1,846	900	2,052	1,100	200	22.2%
Operating Services	768	545	700	1,969	560	(140)	-20.0%
Notices, Subscriptions, etc.	1,611	3,841	3,200	2,390	3,500	300	9.4%
Utilities	59,847	59,698	55,500	70,874	74,300	18,800	33.9%
Contractual Services	1,325,318	1,118,236	1,309,800	1,362,010	1,377,149	67,349	5.1%
Repair & Maintenance Services	21,552	46,284	21,700	39,013	28,500	6,800	31.3%
Employee programs	5,777	1,290	2,000	-	40,560	38,560	1928.0%
Professional Development/Travel	40,490	38,440	37,200	12,450	46,495	9,295	25.0%
Office Supplies	6,627	4,079	8,200	6,810	8,500	300	3.7%
Operating Supplies	546	428	700	-	700	-	0.0%
Fuel & Mileage	2,912	2,617	2,200	3,500	3,350	1,150	52.3%
Machinery & Equipment (<\$25,000)	299,451	520,377	246,600	239,100	177,100	(69,500)	-28.2%
Repair & Maintenance Supplies	7,231	32,802	4,300	7,350	144,300	140,000	3255.8%
Property & Liability Costs	23,247	22,863	29,729	30,728	32,616	2,887	9.7%
Rentals	1,497	1,382	500	1,151	-	(500)	-100.0%
Other Business Expenses	92	904	1,000	480	1,000	-	0.0%
Debt Service and Lease Payments	282,191	341,117	534,956	469,593	381,466	(153,490)	-28.7%
Total Operations	2,080,060	2,196,749	2,259,185	2,249,470	2,321,196	62,011	2.7%
Machinery & Equipment (>\$25,000)	-	959,444	50,000	50,000	34,500	(15,500)	-31.0%
Capital	-	959,444	50,000	50,000	34,500	(15,500)	-31.0%
Total Information Technology	3,348,911	4,470,646	3,799,474	3,807,028	3,887,747	88,273	2.3%



City of Franklin, Tennessee

FY 2016 Operating Budget

Purchasing

Brian Wilcox, Purchasing Manager

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	168,452	193,864	190,603	183,964	197,617	7,014	3.7%
Operations	-34,040	-31,305	-3,385	-13,219	-8,535	-5,150	152.1%
Capital	0	0	0	0	0	-	0.0%
Total	134,412	162,559	187,218	170,745	189,082	1,864	1.0%

Departmental Summary

Procurement of goods and services not pertaining to the design and/or construction of new infrastructure and facilities but 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. (Since 2013, the Engineering Department and the Purchasing Office have consolidated to one web page, we now call the “Business Opportunities” page, on the City’s public website where both construction-related and non-construction-related formal procurement solicitations, including invitations to bid, requests for proposals and requests for qualifications, are posted.) In addition, among other tasks, 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, with support from Fleet Maintenance, fuel purchasing for the City’s vehicle and equipment fleet; and
- facilitates, with support from Fleet Maintenance, on an as-needed basis the lawful disposal of surplus personal property of the City, and, at the discretion of the department, any unclaimed lost, stolen or seized personal property of others recovered by or turned over to the City.

More information about the Purchasing Office may be found on the City's website.

FY 2016 Outlook

The Purchasing Office anticipates making use of the City’s spend analysis subscription, which commenced during FY 2015, which may allow the Purchasing Office to enhance its role as adviser to the City’s management team with respect to non-construction-related spend of the City. Specifically, Purchasing may be able to offer new insights on what products and services the City as a whole is purchasing from vendors, and where the efforts of the Purchasing Office are likely to be most beneficial at saving money for the City.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: An Effective and Fiscally Sound City Government Providing High Quality Service

Key: Strategic Plan: FranklinForward	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
Number of formal procurement solicitations processed by the Purchasing Office ^{1,2}	27	16	24	30	30
Number of city purchase orders prepared	45	32	45	45	45
Number of purchasing card transactions processed	17,426	19,061	19,561	20,000	21,000
Value of purchasing card transactions processed	\$ 5,096,480	\$ 6,197,097	\$ 6,680,614	\$ 7,280,000	\$ 7,800,000
Total organization purchasing dollar volume	N/A	\$ 57,901,958	\$ 64,174,250	\$ 70,000,000	\$ 76,000,000
Value of City's rebate earned for total spend, net of credits (by calendar year)	\$ 37,449	\$ 54,997	\$ 59,536	\$ 60,673	\$ 62,000
Number electronic auctions of surplus property	76	48	92	60	60
Value of proceeds from electronic auctions of surplus property (before fee paid by City for electronic auction services)	\$ 207,130	\$ 182,904	\$ 205,954	\$ 200,000	\$ 200,000
Fee paid by City for electronic auction services	\$ 15,552	\$ 13,723	\$ 15,464	\$ 15,000	\$ 15,000
Number of formal protests received	0	1	0	0	0
Number of vendor outreach events attended	1	3	1	3	3

Performance Measures

# of emergency ³ purchases known to Purchasing	N/A	N/A	1	1	1
# of sole-source ⁴ purchases known to Purchasing	N/A	N/A	5	5	5

Efficiency Measures

	2012	2013	2014	2015*	2016*
Average number of calendar days (from receipt of card request to receipt of delivered card) for...					
... purchasing card	6	6	6	6	6
... fleet fuel driver number	1	1	1	1	1
... fleet fuel vehicle card	5	5	5	5	5



City of Franklin, Tennessee

FY 2016 Operating Budget

	P-Card Purchasing Dollar Volume as a % of Total Purchasing Dollar Volume	N/A	10.70%	10.40%	10.40%	10.30%
	Tennessee Statewide Benchmarking Average	N/A	1.91%	2.47%	TBD	TBD

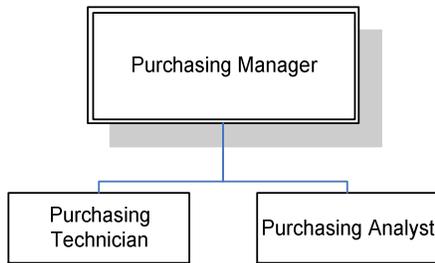
Outcome (Effectiveness) Measures

		2012	2013	2014	2015*	2016*
	Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations ¹² processed by the Purchasing Office	88	120	108	90	90
	Target (90 Days)	90	90	90	90	90
	Meets Target?	Yes	No	No	Yes	Yes

Notes

- 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 Defined as impinging on public health, safety or welfare and valued at or greater than \$10,000.
- 4 Defined as valued at or greater than \$25,000.
- 5 (*) FY 2015 and FY 2016 data are estimates

Organizational Chart



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"



City of Franklin, Tennessee

FY 2016 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Purchasing Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Purchasing Analyst	Grade F	1	0	1	0	0	0	0	0	1	0
Purchasing Specialist	Grade E	0	0	0	0	1	0	1	0	0	0
Purchasing Technician	Grade C	1	0	1	0	1	0	1	0	1	0
Totals		3	0								

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	124,935	144,170	143,965	148,551	148,253	4,288	3.0%
Employee Benefits	43,517	49,694	46,638	35,413	49,364	2,726	5.8%
Total Personnel	168,452	193,864	190,603	183,964	197,617	7,014	3.7%
Operations							
Transportation Services	33	10	50	50	50	-	0.0%
Operating Services	300	71	400	245	400	-	0.0%
Notices, Subscriptions, etc.	2,921	1,651	2,615	2,373	3,190	575	22.0%
Utilities	595	705	770	590	770	-	0.0%
Contractual Services	-	1,485	20,100	14,438	14,438	(5,662)	-28.2%
Professional Development/Travel	3,346	3,406	12,415	8,328	12,440	25	0.2%
Office Supplies	424	275	950	888	950	-	0.0%
Operating Supplies	-	-	100	100	100	-	0.0%
Fuel & Mileage	227	234	300	210	275	(25)	-8.3%
Machinery & Equipment (<\$25,000)	1,682	599	4,000	4,384	3,200	(800)	-20.0%
Property & Liability Costs	629	1,220	1,281	1,541	1,532	251	19.6%
Reimbursement of Interfund Trans.	(44,197)	(40,961)	(46,366)	(46,366)	(45,881)	485	-1.0%
Total Operations	(34,040)	(31,305)	(3,385)	(13,219)	(8,535)	(5,150)	152.1%
Capital	-	-	-	-	-	-	0.0%

Total Purchasing Department	134,412	162,559	187,218	170,745	189,082	1,864	1.0%
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Notes & Objectives

After factoring in the reimbursement of interfund services, the Purchasing Office Budget being requested for FY2016 totals approximately \$189,000 which is about \$1,800 more than the Purchasing Office Budget for FY2015. The increase is attributable to personnel related expenses.



City of Franklin, Tennessee

FY 2016 Operating Budget

Municipal Court

Lawrence Sullivan, Assistant City Recorder

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	191,326	213,454	202,796	181,337	194,862	-7,934	-3.9%
Operations	26,242	22,663	32,797	33,032	120,633	87,836	267.8%
Capital	0	0	0	0	0	-	0.0%
Total	217,568	236,117	235,593	214,369	315,495	79,902	33.9%

Department Mission

Our mission is to effectively, efficiently and accurately 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.

Department Vision

Our vision is to provide those appearing and practicing before the court with fair, efficient and expeditious means of proceeding with their business. This is done by competent, professional employees, technology and process improvement measures.

FY 2016 Outlook

From the 2015 to the 2016 budget, the operating budget for the Court increases by \$79,902 (33.9%). This increase is attributable to the implementation of a new electronic ticketing initiative between Municipal Court and the Police Department. We believe this will greatly improve our efficiency and reduce unnecessary duplication of data entry in the ticketing and adjudication process. We are positioned to continue to cross utilize support staff from the office of Revenue Management which will maintain our service level gains during Court sessions.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

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FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: None Specific

Municipal Court provides general support of all four themes of FranklinForward .

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
Citations Processed per Employee (per month)	N/A	400	375	400	400
Total Cases Filed	N/A	15,919	11,553	11,553	11,553
Types of Cases					
- Moving Violations	N/A	6,095	3,334	3,334	3,334
- Traffic Accidents	N/A	3,258	2,639	2,639	2,639
- Parking Violations	N/A	5,037	4,263	4,263	4,263
- Codes Enforcement	N/A	37	74	74	74
- Failure to Appear	N/A	260	483	483	483
- Seat Belt	N/A	686	364	364	364
- Other	N/A	546	396	396	396

Efficiency Measures

	2012	2013	2014	2015*	2016*
Average # of days from issuance of Citation to Court Hearing	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

	2012	2013	2014	2015*	2016*
Municipal Court Collections as a percentage of Municipal Obligations Billed	95.0%	91.0%	87.1%	90.0%	90.0%
Tennessee Statewide Benchmarking Average	81.0%	86.0%	79.1%	TBD	TBD



City of Franklin, Tennessee

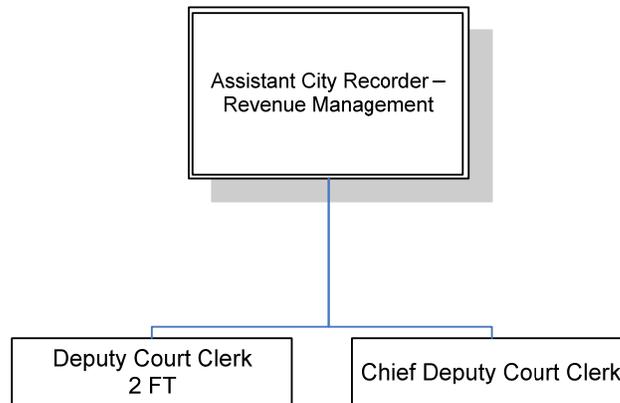
FY 2016 Operating Budget

Performance Measures

Goal: Deliver customer oriented quality service						
	Deploy tool for online payments	NA	NA	NA	YES	YES
	Customer feedback tool deployed and responding within 2 business days 100% of the time to those needing responses	NA	NA	NA	100.0%	100.0%
Goal: Collect the monies owed the City of Franklin by taking actions to pursue obligations in accordance with State and City requirements.						
	Actions taken due to citations not satisfied (% that Meet Follow Up Criteria)	Data Not Available (DNA)	Data Not Available (DNA)	95.0%	95.0%	95.0%

* 2015 and 2016 Data Estimated

Organizational Chart



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Chief Deputy Court Clerk	Grade E	1	0	1	0	1	0	1	0	1	0
Deputy Court Clerk	Grade C	1	2	1	2	1	2	1	2	2	0
Totals		2	3	0							



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	112,645	133,570	124,441	116,627	106,597	(17,844)	-14.3%
Officials Fees	26,160	26,160	26,160	22,854	25,054	(1,106)	-4.2%
Employee Benefits	52,521	53,724	52,195	41,856	63,210	11,015	21.1%
Total Personnel	191,326	213,454	202,796	181,337	194,862	(7,934)	-3.9%
Operations							
Transportation Services	9,972	8,916	9,000	9,000	9,350	350	0.0%
Operating Services	552	1,217	3,100	2,100	2,200	(900)	-32.3%
Notices, Subscriptions, etc.	793	498	740	740	775	35	0.0%
Utilities	597	677	610	800	825	215	31.1%
Contractual Services	336	2,240	3,240	2,500	2,500	(740)	-22.8%
Repair & Maintenance Services	240	2,922	2,500	2,500	2,500	-	0.0%
Professional Development/Travel	673	914	2,550	2,500	2,500	(50)	-2.0%
Office Supplies	7,439	1,616	3,000	2,800	2,950	(50)	-6.7%
Operating Supplies	131	211	300	700	180	(120)	133.3%
Fuel & Mileage	182	-	100	100	100	-	0.0%
Machinery & Equipment (<\$25,000)	2,526	171	1,300	2,200	2,500	1,200	69.2%
Repair & Maintenance Supplies	-	840	-	500	525	525	100.0%
Property & Liability Costs	1,817	1,391	1,461	1,697	1,687	226	16.2%
Financial Fees	984	1,001	3,600	3,600	3,790	190	0.0%
Debt Service and Lease Payments	-	49	1,296	1,295	88,250	86,954	-0.1%
Total Operations	26,242	22,663	32,797	33,032	120,633	87,835	267.8%
Capital	-	-	-	-	-	-	0.0%
Total Municipal Court	217,568	236,117	235,593	214,369	315,495	79,901	33.9%



City of Franklin, Tennessee

FY 2016 Operating Budget

Sanitation & Environmental Services

Becky Caldwell, Director

Budget Summary - Overall

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance			405,119	405,119	415,010		
Revenues	7,648,732	7,462,938	8,148,820	7,798,539	7,825,777	(323,043)	-4.0%
Expenses							
Personnel	2,706,191	2,841,664	2,914,293	2,849,712	2,912,850	(1,443)	0.0%
Operations	4,626,397	3,820,938	4,884,527	4,938,936	4,912,927	28,400	0.6%
Capital	61,550	91,113	350,000	0	0	(350,000)	-100.0%
Expenses	7,394,138	6,753,715	8,148,820	7,788,648	7,825,777	(323,043)	-4.0%
Ending Balance			405,119	415,010	415,010		

Budget Summary - By Division

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance			405,119	405,119	415,010		
Revenues	7,648,732	7,462,938	8,148,820	7,798,539	7,825,777	(323,043)	-4.0%
Expenses							
Administration	640,325	938,494	1,152,370	798,649	824,871	(327,499)	-28.4%
Collection	4,249,244	2,933,392	4,501,517	3,643,443	3,738,484	(763,033)	-17.0%
Disposal	2,504,569	2,881,829	2,494,933	3,346,556	3,262,422	767,489	30.8%
Expenses	7,394,138	6,753,715	8,148,820	7,788,648	7,825,777	(323,043)	-4.0%
Ending Balance			405,119	415,010	415,010		

Departmental Summary

The Sanitation & Environmental Services (SES) 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 wastes and bulk wastes. The primary goal in providing these services to our community is to maintain a high standard of service with efficient use of resources to protect the health and welfare of our community. During the past few years we have continued to add services, improve efficiency in daily operations and focus on effective use of our existing resources.

In 2009, SES started the pay-as-you-throw (PAYT) option for customers with excess household waste by offering Buck-a-Bag stickers for purchase.



City of Franklin, Tennessee FY 2016 Operating Budget

Sanitation & Environmental Services

Becky Caldwell, Director

Additionally, in 2009, SES partnered with Williamson County Solid Waste to start providing the first Batteries, Oil, Paint, Anti-freeze, Electronics (BOPAE) drop-off services to Williamson County residents. The department began by offering this service weekdays, Monday through Friday, 6:30 am until 2:00 pm. In 2012, SES added cooking oil collection. In 2013, the hours of operation were extended to include the first Saturday of each month 8:00 am until noon and started accepting compact fluorescent bulbs (CFL) at our drop-off site.

In 2010, SES began the first curbside residential recycling service in the form of our weekly blue bag collection program. This service began as a pilot program, became a permanent part of our package of services in 2013 and continues to grow through diverted volume from the landfill and participation from our residents. Most recently, in 2015, the City was faced with the possibility of paying a tip fee for processing of our collected recyclables, without the benefit of a rebate to offset the unplanned expense. Fortunately, the City found an opportunity to form a long-term partnership with Marshall County Solid Waste for the acceptance and processing of our collected recyclables, at no tip fee.

2012 brought about change in the daily operation of our City-owned transfer station. The City finalized a long-term contract that created a partnership with Bi-County Solid Waste which shifted the hauling function from our transfer station to Bi-County as they are now hauling and landfilling the waste transferred through our City-owned facility. Our volumes at the transfer station continue to increase after our tip fee was reduced from \$44/ton to \$42/ton in 2014. Through 2015 SES is in the process of purchasing electrical cranes for installation and daily use in our operations.

In 2014 SES started accepting sharps (needles) from residents at our main office location; City Municipal Services Complex, 417 Century Court, Franklin.

The three divisions of the Sanitation & Environmental Services Department include:

(1) Administration, (2) Collection and (3) Transfer Station.

- The Administration Division actively participates in public education, customer service, department financial management, provides direct support to the other divisions within the department and oversees management of the Municipal Services Complex.
- Our team of professionals in the Collection Division collect household and commercial waste generated from residents and businesses. Last year, in the FY2015 budget, the City combined the Recycling Division with the existing Collection Division as the overwhelming response to our blue bag recycling service required sharing resources between the two (2) divisions, Collection and Recycling, to provide efficient and consistent blue bag recyclables collection. SES continues providing residential garbage collection to include household garbage, brush, bulky wastes, white goods, blue bags of recyclables and brown bags of small yard waste.
- Transfer Station (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. Bi-County Solid Waste continues to provide consistent service through our hauling and landfilling contract.



City of Franklin, Tennessee

FY 2016 Operating Budget

Sanitation & Environmental Services

Becky Caldwell, Director

Department Goals

The primary goal of the Sanitation and Environmental Services Department is to continue supporting the safety and quality of life in our community by protecting public health. We want to continue providing weekly services that maintain focus on the needs of our residential and commercial customers, at a competitive and affordable service fee.

Purchase and installation of electric cranes in our transfer station will increase efficiencies and allow us to use the facility in the manner of the initial design.

Fiscal 2016 will continue to be a year of fine-tuning our daily operations, modification in how we use our resources and focus on continuous improvement for the long-term future of the department. In particular we will work on cost-benefit analyses of each of our services and service areas in order to maximize revenues. This will likely result in recommendations for fee increases and specific charges for particular service offerings so that the primary financial goal of the fund can be met: self-sustainability.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

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FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City



Franklin will be a leader in residential recycling efforts.

Goal: To increase the percent of diversion through the "blue bag" recyclable program by 3% per year.

Baseline: Current diversion of blue bag tonnage was 16% as a percent of the total tons of household garbage collected by City of Franklin. (March, 2013).

Goal: To reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.

Baseline: Current household participation was 49% as a percent of the total number of household refuse stops by the City of Franklin. (March, 2013)

Goal: To reduce dangerous and polluting chemicals in our city by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)

Baseline: As of 2012, collections were: Batteries = 9,341 lbs.; Oil = 576 gallons; Paint = 142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015	2016*
Total tons of residential refuse collected	17,846	16,810	17,331	17,800	18,030
Commercial Trash Collected (tons)	7,927	7,058	7,644	7,600	8,996
Total tons diverted from class 1 landfill	6,209	7,301	8,605	6,900	8,151
Total tons of recycling collected	2,409	2,846	3,113	2,600	3,270
Total tons of yard waste diverted	3,472	3,863	5,277	4,000	4,653
Trash from private haulers (tons)	25,808	22,738	30,180	28,600	46,620
Tons collected per 1000 population (tons)	286	253	252	250	291
Tennessee Statewide Benchmarking Average	297	270	328	TBD	TBD
Residential collection points	18,000	19,000	18,750	18,750	19,000



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Accidents / incidents	40	34	28	0	24
Total annual collection/disposal fees	\$ 4,300,000	\$ 4,300,000	\$ 5,950,216	\$ 5,400,000	\$ 5,400,000
Total annual recycling revenue	\$ 10,200	\$ 17,373	\$ 16,040	\$ 15,000	\$ 15,000
BOPAE Collections					
Reduce dangerous and polluting chemicals in our city by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)					
Batteries (lbs)	15,622	21,624	17,484	40,824	TBD
Target	9,341	9,808	10,298	10,813	11,354
Meets Target?	Yes	Yes	Yes	Yes	TBD
Oil (gallons)	881	1,527	1,008	1,888	TBD
Target	576	605	635	667	700
Meets Target?	Yes	Yes	Yes	Yes	TBD
Paint (lbs)	316,800	324,504	335,880	425,000	TBD
Target	142,684	149,818	157,309	165,175	173,433
Meets Target?	Yes	Yes	Yes	Yes	TBD
Anti-Freeze (gallons)	908	448	324	696	TBD
Target	651	684	718	754	791
Meets Target?	Yes	No	No	No	TBD
Electronics (lbs)	331,380	245,280	167,568	145,240	TBD
Target	216,820	227,661	239,044	250,996	263,546
Meets Target?	Yes	Yes	No	No	TBD

Efficiency Measures

	2012	2013	2014	2015	2016*
Landfill fee per ton	\$ 25.50	\$ 32.00	\$ 32.00	\$ 33.09	\$ 33.09
Cost per Capita					
Residential Refuse	\$ 127.61	\$ 79.64	\$ 73.47	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 54.75	\$ 55.04	\$ 36.08	TBD	TBD
Recycling	\$ 5.75	\$ 4.62	\$ 7.04	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 16.07	\$ 6.27	TBD	TBD	TBD
Cost per Tons Collected					
Residential Refuse	\$ 20.13	\$ 18.21	\$ 27.97	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 49.87	\$ 22.69	TBD	TBD	TBD
Recycling	\$ 149.11	\$ 107.55	\$ 155.72	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 371.67	\$ 130.88	TBD	TBD	TBD
Tons Collected per FTE					
Residential Refuse	892.3	840.5	866.6	900	858.6
Tennessee Statewide Benchmarking Average	2800.7	2234.3	3456.8	TBD	TBD
Recycling	803.0	948.7	1037.7	1050.0	1,090.0
Tennessee Statewide Benchmarking Average	815.9	519.4	828.8	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

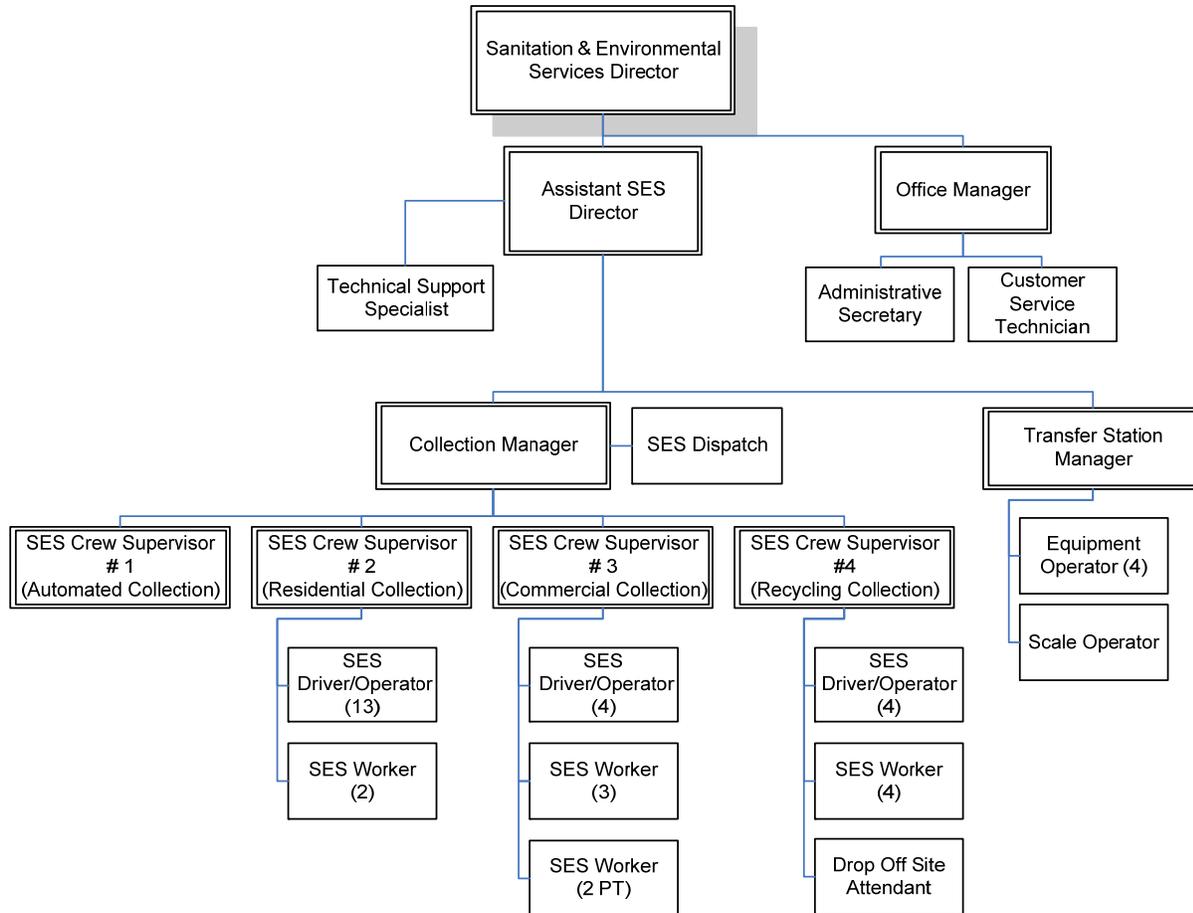
		2012	2013	2014	2015	2016*
	Tons Diverted / 1,000 Population	99	117	125	133	TBD
	Tennessee Statewide Benchmarking Average	341	324	330	TBD	TBD
	Accidents /1,000 Collection Points	2.22	1.79	1.493	1.83	TBD
	Tennessee Statewide Benchmarking Average	0.399	0.419	0.827	TBD	TBD
	Increase the percent of diversion through the "blue bag" recyclable program by 3% per year.	N/A	16%	TBD	TBD	TBD
	Target	N/A	16%	19%	22%	25%
	Meets Target?	N/A	Yes	TBD	TBD	TBD
	Reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.	N/A	48%	TBD	TBD	TBD
	Target	N/A	48%	51%	54%	57%
	Meets Target?	N/A	Yes	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart



Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee

FY 2016 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Administration											
San. & Env. Services Director	K	1	0	1	0	1	0	1	0	1	0
Assistant SES Director	I	0	0	0	0	1	0	1	0	1	0
Office Manager	F	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist	E	0	0	0	0	1	0	1	0	1	0
Facilities Maintenance Worker	C	1	0	1	0	1	0	1	0	0	0
Customer Services Technician	C	0	0	0	0	0	0	0	0	1	0
Administrative Secretary	B	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	N/A	1	0	1	0	0	0	0	0	0	0
Totals		5	0	5	0	6	0	6	0	6	0

Collection											
Collection Manager	G	1	0	1	0	1	0	1	0	1	0
SES Crew Supervisor	E	4	0	4	0	4	0	4	0	4	0
SES Driver Operator	C	19	0	21	0	20	0	21	0	21	0
HHW Drop Off Site Attendant	C	1	0	1	0	1	0	1	0	1	0
SES Dispatcher	B	1	0	1	0	1	0	1	0	1	0
SES Worker	B	5	4	6	4	6	4	9	2	9	2
Totals		31	4	34	4	33	4	37	2	37	2

Disposal											
Transfer Station Manager	F	1	0	1	0	1	0	1	0	1	0
Equipment Operator	D	8	0	4	0	4	0	4	0	4	0
Scale Operator	C	1	0	1	0	1	0	1	0	1	0
Totals		10	0	6	0	6	0	6	0	6	0

Recycling											
SES Driver/Operator	C	1	0	1	0	1	0	Moved to Collection effective FY 2015			
SES Worker	B	2	1	2	1	2	1				
Totals		3	1	3	1	3	1				

SES Total		49	5	48	5	48	5	49	2	49	2
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City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Available Funds							
Intergovernmental	-	71,500	350,000	35,000	-	(350,000)	-100.0%
Charges for Services	6,743,941	5,958,990	7,548,820	6,980,273	7,336,952	(211,868)	-2.8%
Use of Money and Property	155,981	199,507	225,000	278,846	163,825	(61,175)	-27.2%
Other Revenue	748,810	1,232,941	25,000	504,420	325,000	300,000	1200.0%
Total Available Funds	7,648,732	7,462,938	8,148,820	7,798,539	7,825,777	(323,043)	-4.0%
Personnel							
Salaries & Wages	1,777,153	1,842,518	2,058,896	2,015,242	2,014,615	(44,281)	-2.2%
Employee Benefits	929,038	999,146	855,397	834,470	898,236	42,839	5.0%
Total Personnel	2,706,191	2,841,664	2,914,293	2,849,712	2,912,850	(1,443)	0.0%
Operations							
Transportation Services	3,559	969	3,540	699	3,117	(423)	-11.9%
Operating Services	1,590,247	1,934,090	1,554,465	2,398,130	2,388,617	834,152	53.7%
Notices, Subscriptions, etc.	5,642	8,527	28,050	26,697	27,445	(605)	-2.2%
Utilities	1,316,466	62,625	1,329,100	76,032	71,235	(1,257,865)	-94.6%
Contractual Services	18,113	8,967	10,000	6,180	10,000	-	0.0%
Repair & Maintenance Services	391,454	421,495	350,500	414,853	261,382	(89,118)	-25.4%
Employee programs	6,285	16,933	21,500	8,712	17,253	(4,247)	-19.8%
Professional Development/Travel	2,236	13,258	13,900	5,370	8,333	(5,567)	-40.1%
Office Supplies	10,211	10,174	12,500	14,175	12,694	194	1.6%
Operating Supplies	64,055	100,562	112,000	105,524	114,337	2,337	2.1%
Fuel & Mileage	268,169	300,796	266,500	236,218	264,752	(1,748)	-0.7%
Machinery & Equipment (<\$25,000)	69,073	14,423	21,600	8,281	36,883	15,283	70.8%
Repair & Maintenance Supplies	53,647	56,023	47,250	69,291	54,103	6,853	14.5%
Operational Units	183,819	217,401	207,787	207,787	209,545	1,758	0.8%
Property & Liability Costs	59,732	70,378	61,961	115,882	94,282	32,321	52.2%
Rentals	2,609	205	1,000	228	-	(1,000)	-100.0%
Permits	1,715	2,990	3,500	1,650	2,000	(1,500)	-42.9%
Financial Fees	7,916	5,837	4,000	22,284	4,306	306	7.7%
Other Business Expenses	-	500	(379,800)	-	-	379,800	-100.0%
Debt Service and Lease Payments	9,821	4,249	626,094	634,813	743,563	117,469	18.8%
Transfers to Other Funds	561,628	570,536	589,080	586,130	589,080	-	0.0%
Total Operations	4,626,397	3,820,938	4,884,527	4,938,936	4,912,927	28,400	0.6%
Capital	61,550	91,113	350,000	-	-	(350,000)	-100.0%
SES	7,394,138	6,753,715	8,148,820	7,788,648	7,825,777	(323,043)	-4.0%



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

Notes & Objectives

Revenue:

During the past five years, we have made great progress toward our goal of operating within a balanced budget as we attempt to become a self-sufficient department, dependent upon service fees to cover our operating and capital expenses. This goal allows for any monies used to subsidize departmental expenses to be reassigned for General Fund use. Most recently, we requested a \$1.50 per month residential service fee increase in this FY2015 budget.

We will focus a significant portion of staff time in the first quarter of Fiscal 2016 on revenues. Last year, we planned to recommend a \$1.00 per month increase in residential service fees for the FY2016 and a \$.50 per month increase in residential service fees in the future FY2017 budget. This increase is not being proposed immediately, but may be needed in the future. In addition, we will examine separate charges for services offered other than basic trash collection.

Our focus will continue to be increasing our operations efficiencies through use of our routing software, diverse truck combinations and public education. During the next two years, as we continue fine tuning our daily work, we will strive to maintain our service fees without the subsequent increases, while continuing to provide a high level of service to all of our customers.

Long-term budget projections include the final Debt Service payment on the Municipal Services Complex to occur in FY2018 budget.

Operations:

We continue to recognize the avoided costs associated with our curbside recycling service. We have expanded our Batteries, Oil, Paint, Anti-freeze and Electronics (BOPAE) drop-off service to be open the first Saturday of each month, from 8:00 a.m. until noon, at our Century Court, Municipal Services Complex location. Collection of compact fluorescent light (CFL) bulbs was added as another recyclable waste to our BOPAE drop-off service. We propose to add at least two kiosks within our City boundaries for collection of sharps, the primary cost of which will be the initial purchase of a kiosk for each location, and proper disposal as an ongoing expense.

Bi-County Solid Waste continues to be a strong partner working with our Transfer Station team on a daily basis to provide hauling and disposal services for refuse collected by our department, in addition to waste delivered to our facility by private companies.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

Administration Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	218,212	300,201	355,286	331,166	340,676	(14,610)	-4.1%
Employee Benefits	111,731	187,836	120,629	133,125	116,031	(4,598)	-3.8%
Total Personnel	329,943	488,037	475,915	464,291	456,707	(19,208)	-4.0%
Operations							
Transportation Services	10	10	-	-	-	-	0.0%
Operating Services	122	511	450	211	430	(20)	-4.4%
Notices, Subscriptions, etc.	1,144	3,289	4,600	926	4,323	(277)	-6.0%
Utilities	40,611	45,946	39,400	44,771	48,757	9,357	23.7%
Contractual Services	15,211	1,500	-	-	-	-	0.0%
Repair & Maintenance Services	24,377	48,254	32,500	55,200	45,022	12,522	38.5%
Employee programs	2,985	10,607	9,000	6,513	9,270	270	3.0%
Professional Development/Travel	943	7,007	4,500	1,128	4,320	(180)	-4.0%
Office Supplies	2,989	2,902	4,000	3,832	4,120	120	3.0%
Operating Supplies	2,155	1,620	3,000	1,484	3,966	966	32.2%
Fuel & Mileage	4,759	3,147	6,500	3,211	2,575	(3,925)	-60.4%
Machinery & Equipment (<\$25,000)	14,254	7,415	4,600	1,958	27,595	22,995	499.9%
Repair & Maintenance Supplies	3,835	3,417	5,000	1,787	4,636	(364)	-7.3%
Operational Units	183,819	217,401	207,787	207,787	209,545	1,758	0.8%
Property & Liability Costs	3,347	4,380	5,118	5,550	3,605	(1,513)	-29.6%
Rentals	-	205	-	-	-	-	0.0%
Permits	-	1,233	-	-	-	-	0.0%
Other Business Expenses	-	500	-	-	-	-	0.0%
Debt Service and Lease Payments	9,821	-	-	-	-	-	0.0%
Total Operations	310,382	359,344	326,455	334,358	368,164	41,709	12.8%
Buildings	-	91,113	350,000	-	-	(350,000)	-100.0%
Capital	-	91,113	350,000	-	-	(350,000)	-100.0%
Administration	640,325	938,494	1,152,370	798,649	824,871	(327,499)	-28.4%



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

Collection Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	1,323,163	1,271,861	1,454,496	1,437,981	1,423,250	(31,246)	-2.1%
Employee Benefits	672,894	672,034	642,275	604,230	672,188	29,913	4.7%
Total Personnel	1,996,057	1,943,895	2,096,771	2,042,211	2,095,438	(1,333)	-0.1%
Operations							
Transportation Services	2,466	192	2,640	-	2,102	(538)	-20.4%
Operating Services	7,363	16,903	14,500	7,480	8,940	(5,560)	-38.3%
Notices, Subscriptions, etc.	4,371	4,767	22,000	25,695	22,198	198	0.9%
Utilities	1,275,051	16,102	1,289,200	20,345	21,030	(1,268,170)	-98.4%
Contractual Services	1,640	6,205	10,000	6,180	10,000	-	0.0%
Repair & Maintenance Services	233,404	223,976	162,500	205,388	155,568	(6,932)	-4.3%
Employee programs	1,650	4,276	9,750	2,199	5,923	(3,827)	-39.3%
Professional Development/Travel	1,193	5,212	4,150	1,427	3,858	(292)	-7.0%
Office Supplies	4,456	5,038	5,500	7,696	5,454	(46)	-0.8%
Operating Supplies	40,866	85,703	101,500	83,610	102,376	876	0.9%
Fuel & Mileage	218,810	236,479	215,000	182,617	210,275	(4,725)	-2.2%
Machinery & Equipment (<\$25,000)	52,826	6,009	17,000	5,990	7,188	(9,812)	-57.7%
Repair & Maintenance Supplies	28,150	34,984	25,250	46,360	33,332	8,082	32.0%
Property & Liability Costs	29,994	48,254	37,985	83,842	68,294	30,309	79.8%
Rentals	624	-	-	228	-	-	0.0%
Permits	43	43	-	-	-	-	0.0%
Financial Fees	7,916	5,837	4,000	22,284	4,306	306	100.0%
Other Business Expenses	-	-	(379,800)	-	-	379,800	-100.0%
Debt Service and Lease Payments	-	4,249	569,031	606,856	687,662	118,631	20.8%
Transfers to Other Funds	280,814	285,268	294,540	293,035	294,540	-	0.0%
Total Operations	2,191,637	989,497	2,404,746	1,601,232	1,643,046	(761,700)	-31.7%
Machinery & Equipment (>\$25,000)	61,550	-	-	-	-	-	0.0%
Capital	61,550	-	-	-	-	-	0.0%
Collection	4,249,244	2,933,392	4,501,517	3,643,443	3,738,484	(763,033)	-17.0%



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

Disposal Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	235,778	270,456	249,114	246,095	250,688	1,574	0.6%
Employee Benefits	144,413	139,276	92,493	97,115	110,017	17,524	18.9%
Total Personnel	380,191	409,732	341,607	343,210	360,705	19,098	5.6%
Operations							
Transportation Services	1,083	767	900	699	1,015	115	12.8%
Operating Services	1,582,762	1,916,676	1,539,515	2,390,439	2,379,247	839,732	54.5%
Notices, Subscriptions, etc.	127	471	1,450	76	924	(526)	-36.3%
Utilities	804	577	500	10,916	1,448	948	189.6%
Contractual Services	1,262	1,262	-	-	-	-	0.0%
Repair & Maintenance Services	133,673	149,265	155,500	154,265	60,792	(94,708)	-60.9%
Employee programs	1,650	2,050	2,750	-	2,060	(690)	-25.1%
Professional Development/Travel	100	1,039	5,250	2,815	155	(5,095)	-97.0%
Office Supplies	2,766	2,234	3,000	2,647	3,120	120	4.0%
Operating Supplies	21,034	13,239	7,500	20,430	7,995	495	6.6%
Fuel & Mileage	44,600	61,170	45,000	50,390	51,902	6,902	15.3%
Machinery & Equipment (<\$25,000)	1,993	999	-	333	2,100	2,100	0.0%
Repair & Maintenance Supplies	21,662	17,622	17,000	21,144	16,135	(865)	-5.1%
Property & Liability Costs	26,391	17,744	18,858	26,490	22,383	3,525	18.7%
Rentals	1,985	-	1,000	-	-	(1,000)	-100.0%
Permits	1,672	1,714	3,500	1,650	2,000	(1,500)	-42.9%
Debt Service and Lease Payments	-	-	57,063	27,957	55,901	(1,162)	-2.0%
Transfers to Other Funds	280,814	285,268	294,540	293,095	294,540		
Total Operations	2,124,378	2,472,097	2,153,326	3,003,346	2,901,717	748,391	34.8%
Machinery & Equipment (>\$25,000)	-	-	-	-	-	-	0.0%
Capital	-	-	-	-	-	-	0.0%
Disposal	2,504,569	2,881,829	2,494,933	3,346,556	3,262,422	767,489	30.8%



City of Franklin

Revenue Model

Fund: Sanitation & Environmental Services Fund

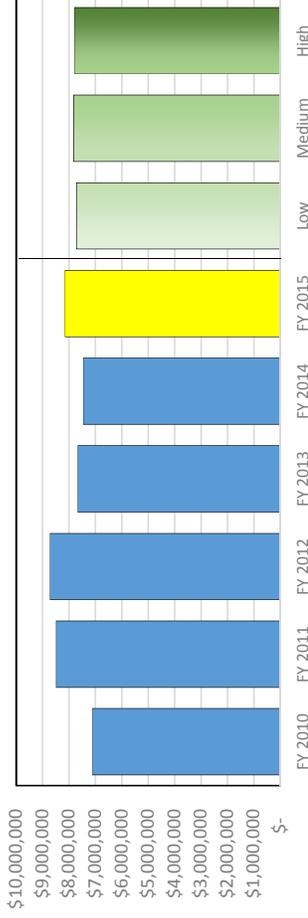
Percent of All Revenues 6.3%

Sanitation & Environmental Services Fund: This Special Revenue fund accounts for the fees collected in the collection and disposal of residential and commercial garbage. The primary component within the fund are those fees charged for disposal of refuse. In recent years, the City has worked to reduce the subsidy from the General Fund for sanitation and recycling operations.

Revenues technically will decrease in FY 2016, due to an accounting correction regarding Tipping Fees charged to the City and because no grants are expected to be received.

At this point in time we are forecasting that the City can operate the fund without a general fund subsidy in FY 2016; provided that revenues increase as more and more tonnage is collected by the City (a trend noticed through the first-half of FY 2015)

Sanitation & Environmental Services Fund - FY 2010-2016



	Actual					Budget			Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Low	Medium	High	3-yr Average			
FEMA/TEMA GRANTS (FED/STATE)	-	101,184	-	-	39,309	-	-	-	-	-	-	-	3-yr Average
COMMUNITY ENHANCEMENT GRANT (STATE)	-	-	-	-	4,790	350,000	-	-	-	-	-	-	\$ 7,948,233
SOLID WASTE GRANT (STATE)	-	-	-	-	27,401	-	-	-	-	-	-	-	0.8%
SPECIAL EVENT GRANT RECOVERIES	-	-	-	-	-	-	-	-	-	-	-	-	5-Yr Average
SPECIAL EVENT SERVICES FEE	-	-	-	-	-	-	3,663	3,700	3,737	-	-	-	\$ 7,887,570
SANITATION DISPOSAL	3,333,534	4,149,194	4,334,914	4,417,799	4,460,658	4,936,245	5,109,014	5,158,376	5,109,014	5,050	5,050	5,050	0.7%
NON-RESIDENTIAL DUMPSTERS	-	-	-	-	-	-	4,950	5,000	5,050	-	-	-	10-Yr Average
TIPPING FEES	1,339,091	2,455,044	2,443,774	2,314,116	1,487,082	2,600,000	2,088,759	2,142,317	2,163,740	2,163,740	2,163,740	2,163,740	\$ 6,539,455
CARDBOARD RECYCLING	3,835	5,900	7,300	9,400	11,250	10,000	10,350	10,450	10,350	10,350	10,350	10,350	2.5%
RECYCLING-BATTERIES	-	-	-	-	-	-	6,859	6,928	6,997	6,997	6,997	6,997	
RECYCLING-METAL	-	-	-	-	-	-	6,930	7,000	7,070	7,070	7,070	7,070	
RECYCLING-WASTE OIL	-	-	-	-	-	-	485	490	495	495	495	495	
BUCK A BAG PROGRAM	3,333	2,480	2,354	2,626	-	2,575	2,665	2,691	2,665	2,665	2,665	2,665	
INTEREST INCOME	4,428	-	-	-	-	-	-	-	-	-	-	-	
LEASE PROCEEDS	-	34,169	-	-	-	-	-	-	-	-	-	-	
SALE OF WASTE CONTAINERS	70,655	33,741	43,017	60,341	63,802	55,000	56,925	57,475	56,925	56,925	56,925	56,925	
LEASE OF WASTE CONTAINERS	-	18,591	25,605	31,050	34,065	30,000	31,050	31,350	31,050	31,050	31,050	31,050	
SALE OF SURPLUS ASSETS	108,465	160,801	478,864	64,590	101,640	140,000	74,250	75,000	75,750	75,750	75,750	75,750	
TRANSFER FROM GENERAL FUND	3,000	8,207	31,051	20,327	24,793	-	-	-	-	-	-	-	
MISCELLANEOUS OTHER REVENUE	2,240,689	1,516,812	1,345,823	748,810	1,208,148	25,000	325,000	325,000	325,000	325,000	325,000	325,000	
CUSTOMER SERVICE	-	-	-	-	-	-	-	-	-	-	-	-	
Totals	\$ 7,107,030	\$ 8,486,123	\$ 8,712,702	\$ 7,669,059	\$ 7,462,938	\$ 8,148,820	\$ 7,720,900	\$ 7,825,777	\$ 7,797,843	\$ 7,797,843	\$ 7,797,843	\$ 7,797,843	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2016 Operating Budget

Transit

Debbie Henry, Executive Director

Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance	\$ -	\$ -	\$ 400,695	\$ 400,695	\$ 541,191	\$ 140,496	35.06%
Revenues	\$ 1,437,191	\$ 2,009,347	\$ 1,878,348	\$ 1,862,414	\$ 1,808,310	\$ (70,038)	-3.73%
Expenditures	\$ 1,437,191	\$ 1,608,652	\$ 1,878,348	\$ 1,721,918	\$ 1,808,310	\$ (70,038)	-3.73%
Ending Balance	\$ -	\$ 400,695	\$ 400,695	\$ 541,191	\$ 541,191	\$ 140,496	35.06%

Department Mission:

The Franklin Transit Authority connects people and places by providing efficient, effective and affordable transportation services.



Department Objectives:

- The planning, operations, and management of the small urban public transit system
- Operating six days a week, featuring fixed route service as well as Transit On Demand (TODD), a pre-arranged curb-to-curb service, within the City of Franklin.
- The TMA Group is the contractor of record for the operations and management of the Franklin Transit Authority. The TMA Group is a regional leader in customizing innovative, environmentally friendly, multimodal transportation solutions for employers and communities.

Department Accomplishments:

- * 85,000 trips connecting Franklin residents to jobs, medical, education & leisure activities.
- * 15% increase in transit trips within the system.
- * Primary growth of ridership is reflected in customers using transit for work and city events.
- * Celebrated one full year of preventable accidents within the Franklin Transit system; 7 years tenured drivers.
- * City's contribution to transit connectivity is \$5.88 per transit trip.
- * Cool Springs Transportation study is entering public comment phase this spring. This study will assist us all in developing the future vision of local and regional transit for Franklin.

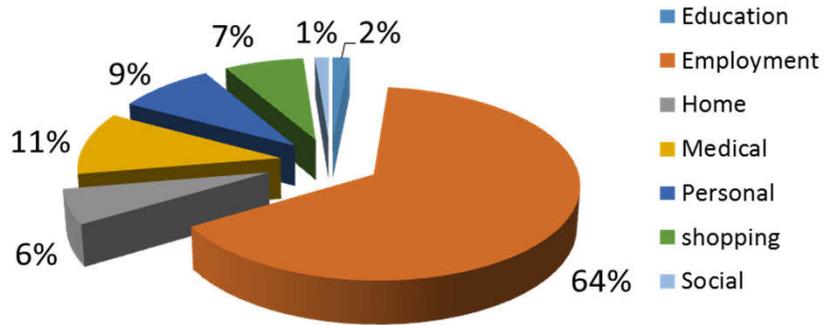


City of Franklin, Tennessee FY 2016 Operating Budget

Performance Measures

- 5% Ridership Increase Fixed Route Service FY 2015
- 15% Ridership Increase TODD Service FY 2015
- 11% of Annual Trips Medical
- 9% of Annual Trips Education

Franklin Transit Authority FY 2015

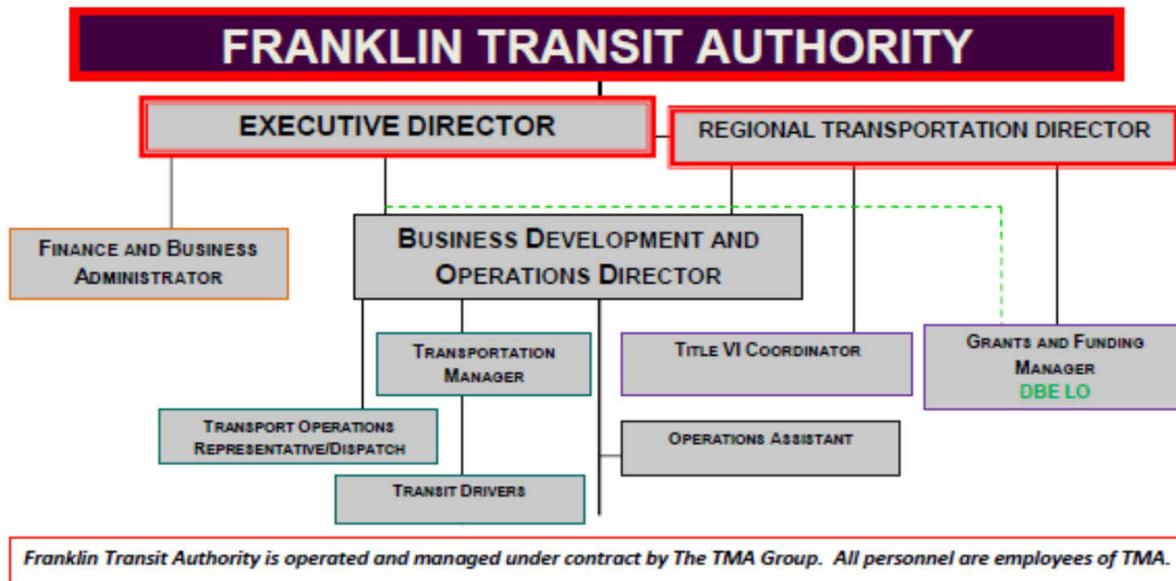


(partnership with CHS and FHS)

Recognized by RTA as transit agency in region with consistent increasing ridership throughout FY 2015

Franklin’s public transit system selected as a transportation project for inclusion in the MPO 2035 Regional Transportation Plan adopted by Mayors, promoting livability, prosperity, sustainability and diversity.

Organizational Chart





City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Opening Balance	-	-	400,695	400,695	541,191	140,496	35.1%
Revenues							
TRANSIT OPERATIONS GRANT (FEDERAL)	906,203	1,005,998	968,840	963,822	898,966	(69,874)	-7.2%
TRANSIT PLANNING GRANT	-	-	-	-	39,375	39,375	100.0%
TRANSIT CAPITAL GRANT (FED/STATE)	7,972	44,333	112,500	112,500	202,500	90,000	80.0%
TRANSIT FARES	87,069	94,314	100,600	90,984	101,000	400	0.4%
INTEREST INCOME	11,897	11,820	10,000	13,000	10,000	-	0.0%
RENTAL INCOME	9,700	9,700	9,700	3,200	3,200	(6,500)	-67.0%
SALE OF SURPLUS ASSETS	-	-	7,500	9,700	9,700	2,200	29.3%
TRANSFER FROM GENERAL FUND	414,350	843,182	669,208	669,208	543,569	(125,639)	-18.8%
Total Available Funds	1,437,191	2,009,347	1,878,348	1,862,414	1,808,310	(70,038)	-3.7%
Expenses (Operations)							
VEHICLE LICENSES & TITLES	30	30	-	-	-	-	0.0%
MACHINERY & EQUIPMENT (<\$25,000)	-	-	-	-	-	-	0.0%
COMPUTER HARDWARE (<\$25,000)	665	-	-	-	-	-	0.0%
COMPUTER SOFTWARE (<\$25,000)	8,857	-	-	-	-	-	0.0%
TRANSIT OPERATIONS	1,262,389	1,414,308	1,753,348	1,596,918	1,539,560	(213,788)	-12.2%
GRANT PROGRAMS	109,836	138,899	-	-	43,750	43,750	100.0%
MACHINERY & EQUIPMENT (>\$25,000)	55,414	55,415	125,000	125,000	225,000	100,000	80.0%
COMPUTER SOFTWARE (>\$25,000)	-	-	-	-	-	-	0.0%
Total Expenditures	1,437,191	1,608,652	1,878,348	1,721,918	1,808,310	(70,038)	-3.7%
Ending Balance	-	400,695	400,695	541,191	541,191	140,496	35.1%

Notes & Objectives

The 2016 budget represents a decrease in operations expenses and capital expenditures from \$1,878,348 in 2015 to \$1,808,310 in 2016.

The City of Franklin's General Fund share of the 2015 budget was \$699,208; in 2016, the City's share for 2016 is \$543,569. The majority of this increase is in safety and security enhancements for the Transit System and Driver overtime and benefits .

Over 60% of the Transit budget is covered by Federal and State grants. % vary based upon the type of expenses and expenditure:

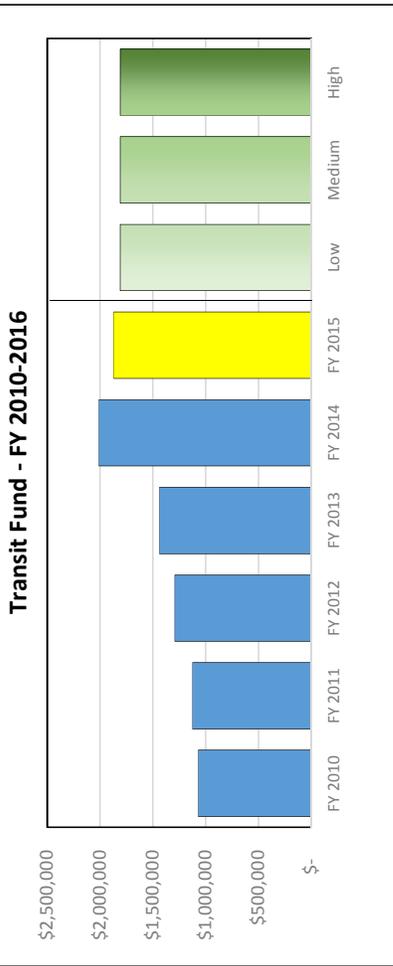
- Capital Expenditures: 80% federal, 10% state, 10% local;
- Operations Expenses: 32% federal, 8% state, and 60% local;
- Preventive Maintenance Expenses: 80% federal and 20% local;
- Planning Expenses: 80% federal, 10% state, and 10% local.

The 2016 budget includes plans for purchasing two replacement 12-passenger ADA-compliant vehicles; in addition to Safety and Security enhancements. Capital Grant Funding is available(Federal & State); the match portion needed from the City General Fund is \$22,500.



Fund: Transit Fund **Percent of All Revenues 1.5%**

Transit 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.



	Actual					Budget			Forecast (FY 2016)			Averages		
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Low	Medium	High	3-yr Average	5-Yr Average			
TRANSIT OPERATIONS GRANT (FEDERAL)	381,777	449,512	743,012	906,203	1,005,998	968,840	938,341	938,341	938,341					
TRANSIT CAPITAL GRANT (FED/STATE)	155,801	299,940	137,752	7,972	44,333	112,500	202,500	202,500	202,500					
FEDERAL ARRA # 4	0	0	5,119	0	0	0	-	-	-				6.1%	
TRANSIT FARES	61,786	64,594	78,861	87,069	94,314	100,600	111,000	111,000	111,000					
INTEREST INCOME	2,053	5,930	17,742	11,897	11,820	10,000	2,900	2,900	2,900					
RENTAL INCOME	9,667	9,733	9,800	9,700	9,700	9,700	10,000	10,000	10,000					
SALE OF SURPLUS ASSETS	0	1,717	0	0	0	0	-	-	-					
TRANSFER FROM GENERAL FUND	457,842	292,414	301,688	414,350	843,182	669,208	543,569	543,569	543,569					
Totals	\$ 1,068,926	\$ 1,123,840	\$ 1,293,974	\$ 1,437,191	\$ 2,009,347	\$ 1,870,848	\$ 1,808,310	7.0%						

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2016 Operating Budget

Water Management

Mark Hilty, Water Management Director

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance	7,268,534	15,043,450	18,315,005	18,315,005	18,758,430		
Revenues	25,471,938	23,187,312	22,351,089	22,076,089	23,495,359	1,144,270	5.1%
Expenses							
Personnel	4,669,801	4,765,815	5,298,339	5,123,339	5,412,599	114,260	2.2%
Operations	11,421,311	11,848,075	12,119,000	11,934,000	12,330,215	211,215	1.7%
Capital	1,605,910	3,301,867	4,925,325	4,575,325	4,948,607	23,282	0.5%
Expenses	17,697,022	19,915,757	22,342,664	21,632,664	22,691,421	348,757	1.6%
Ending Balance	15,043,450	18,315,005	18,323,430	18,758,430	19,562,368		

Budget Summary - By Division

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Balance	7,268,534	15,043,450	18,315,005	18,315,005	18,758,430		
Revenues	25,471,938	23,187,312	22,351,089	22,076,089	23,495,359	1,144,270	5.1%
Expenses							
Water	8,836,662	7,751,284	9,712,628	9,412,628	9,869,419	156,791	1.6%
Wastewater	8,738,856	12,020,463	12,433,961	12,033,961	12,622,927	188,966	1.5%
Reclaimed	121,504	144,010	196,075	186,075	199,075	3,000	1.5%
Expenses	17,697,022	19,915,757	22,342,664	21,632,664	22,691,421	348,757	1.6%
Ending Balance	15,043,450	18,315,005	18,323,430	18,758,430	19,562,368		

Departmental Summary

The Water Management Department’s vision, in support of the City’s vision statement, is to continually strive to enhance quality of life through exceptional, responsive, and cost effective water resources services. These services include drinking water treatment and distribution, wastewater collection and treatment, and reclaimed water distribution for customers located primarily in the City of Franklin.

To achieve this vision it is necessary to safely and efficiently deliver drinking water, sanitary sewer and reclaimed water services to our customers. The Water Management Department continues to evolve through formalization and refinement of practices and through the implementation of the Integrated Water Resources Plan.



City of Franklin, Tennessee

FY 2016 Operating Budget

Water Management

Mark Hilty, Water Management Director

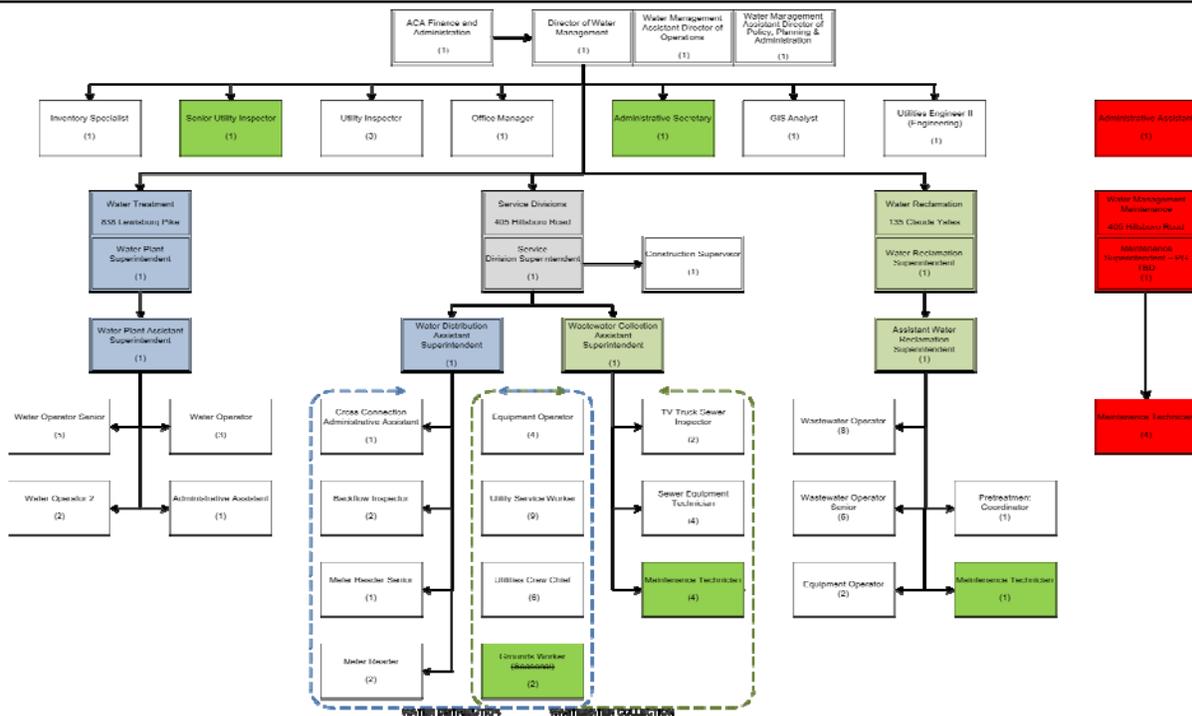
Departmental Summary (con't)

Water and wastewater are independent business units of the City of Franklin and are required to be self-sufficient entities. These utilities are not subsidized by local taxes, paying the General Fund monies to cover the costs of services such as payroll, human resources and other support activities. Reclaimed water, while presented as its own section, is an alternative disposal method of treated sanitary sewer. This disposal method in effect, increases the discharge capacity of the wastewater treatment plant (primarily during summer months) and provides a cost effective source of irrigation water within the reclaimed water distribution system while providing revenue to support its operation.

This budget submission is an abbreviated summary of the Water & Wastewater fund. This budget is adopted biennially after the remaining budgets are approved - usually in mid-to-late summer. The FY 2016-2017 Water Management Budget will be provide in much greater detail at that point.

Organizational Chart

City of Franklin Water Management – Organization
FY 2016 Biennial Budget – Proposed Assumptions





City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	3,128,549	3,380,455	3,821,730	3,714,230	3,907,073	85,343	2.2%
Employee Benefits	1,541,252	1,385,360	1,476,609	1,409,109	1,505,526	28,917	2.0%
Total Personnel	4,669,801	4,765,815	5,298,339	5,123,339	5,412,599	114,260	2.2%
Operations							
Transportation Services	3,936	4,921	4,950	3,054	5,350	400	8.1%
Operating Services	323,472	319,487	334,350	314,587	405,260	70,910	21.2%
Notices, Subscriptions, etc.	14,962	21,487	30,855	29,584	26,450	(4,405)	-14.3%
Utilities	1,596,686	1,611,548	1,759,771	1,657,894	1,689,682	(70,089)	-4.0%
Contractual Services	241,151	162,500	259,000	253,155	479,625	220,625	85.2%
Repair & Maintenance Services	383,787	371,072	372,740	413,005	376,000	3,260	0.9%
Employee programs	2,713	10,144	12,150	10,536	12,151	1	0.0%
Professional Development/Travel	32,722	27,594	28,400	26,400	28,400	-	0.0%
Office Supplies	10,758	11,547	12,150	10,578	11,650	(500)	-4.1%
Operating Supplies	749,172	715,874	784,717	814,754	696,050	(88,667)	-11.3%
Fuel & Mileage	166,283	159,478	177,232	153,849	167,581	(9,651)	-5.4%
Supplies for Resale	3,799,487	3,854,679	3,600,000	3,587,419	3,738,798	138,798	3.9%
Machinery & Equipment (<\$25,000)	50,272	162,620	179,485	191,458	174,892	(4,593)	-2.6%
Repair & Maintenance Supplies	543,983	413,625	421,547	434,897	415,800	(5,747)	-1.4%
Operational Units	1,953,079	2,035,478	2,180,000	2,075,000	2,230,085	50,085	2.3%
Property & Liability Costs	146,181	211,457	219,123	217,581	207,416	(11,707)	-5.3%
Rentals	27,085	5,042	5,880	5,079	5,501	(379)	-6.4%
Financial Fees	46,010	75,348	86,854	86,104	61,800	(25,054)	-28.8%
Permits	45,180	50,124	57,855	57,125	38,100	(19,755)	-34.1%
Debt Service and Lease Payments	1,284,392	1,624,050	1,591,941	1,591,941	1,559,624	(32,317)	-2.0%
Total Operations	11,421,311	11,848,075	12,119,000	11,934,000	12,330,215	211,215	1.7%
Buildings		3,475	3,675	3,675	3,859	184	5.0%
Improvements	1,541,955	2,049,514	3,800,000	3,470,000	3,800,000	-	0.0%
Machinery & Equipment (>\$25,000)	63,955	1,248,878	1,121,650	1,101,650	1,144,748	23,098	2.1%
Capital	1,605,910	3,301,867	4,925,325	4,575,325	4,948,607	23,282	0.5%
Total Water & Wastewater Fund	17,697,022	19,915,757	22,342,664	21,632,664	22,691,421	348,757	1.6%



City of Franklin

Revenue Model

Fund:

Water/Sewer Fund

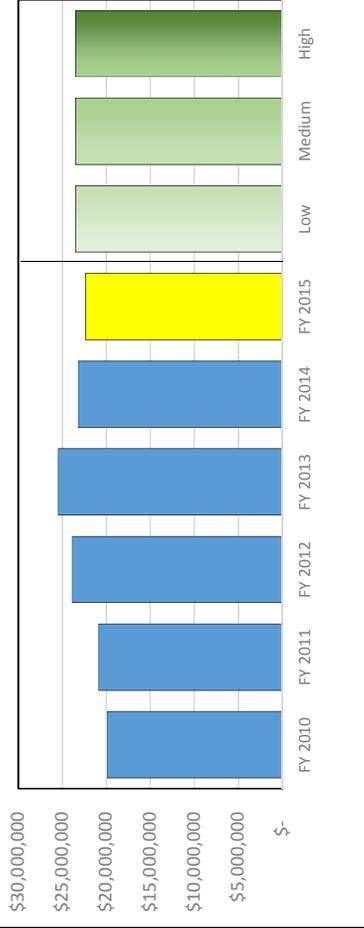
Percent of All Revenues

19.0%

Water & Sewer Fund: Water and wastewater are independent business units of the City of Franklin and are required to be self-sufficient entities. These utilities are not subsidized by local taxes, paying the General Fund monies to cover the costs of services such as payroll, human resources and other support activities.

Rates will increase by 3.5% for Water and 6.75% for Sewer for FY 2016 and beyond as per vote of the BOMA in late 2014.

Water & Sewer Fund - FY 2010-2016



	Actual			Budget			Forecast (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Low	Medium	High	3-yr Average	5-Yr Average
Water											
Grants	2,348,557	179,082	0	(484)	0	0	-	-	-	\$ 24,178,627	-2.5%
Use of Money & Property	25,881	53,964	15,933	39,653	64,279	50,431	50,000	50,000	50,000		
Rates & Related Customer Service	7,396,254	8,791,650	9,381,786	9,360,899	9,474,701	9,562,197	9,896,874	9,896,874	9,896,874		
Transfers from G/F	45,000	0	0	0	0	0	-	-	-	\$ 22,662,143	-0.3%
Capital Contributions	28,186	71,660	383,203	1,102,508	94,201	100,000	100,000	100,000	100,000		
Wastewater											
Grants	310,677	258,890	42,219	0	0	0	-	-	-		
Use of Money & Property	20,969	20,420	(106,361)	47,591	22,977	84,643	75,000	75,000	75,000		
Rates & Related Customer Service	8,730,186	10,467,291	11,564,222	12,377,491	13,207,624	12,189,148	13,011,915	13,011,915	13,011,915		
Transfers from G/F	0	0	0	0	0	0	-	-	-		
Capital Contributions	810,575	230,628	2,267,716	2,641,148	184,209	160,170	150,000	150,000	150,000		
Reclaimed Water											
Grants	44,580	648,132	178,887	(240,183)	0	0	-	-	-		
Use of Money & Property	520	872	1,840	839	170	500	500	500	500		
Rates & Related Customer Service	140,842	146,237	147,006	138,242	130,903	202,000	209,070	209,070	209,070		
Capital Contributions	0	3,780	0	4,234	8,428	2,000	2,000	2,000	2,000		
Totals	\$ 19,902,227	\$ 20,872,606	\$ 23,876,451	\$ 25,471,938	\$ 23,187,492	\$ 22,351,089	\$ 23,495,359				

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2016 Operating Budget

COMMUNITY & ECONOMIC DEVELOPMENT

The function of Community & Economic Development is to evaluate, monitor, regulate and maintain the City's land use and infrastructure, provide code enforcement, strengthen economic opportunity and nurture communal recreation and social spaces.

City of Franklin Recognitions and Awards:

- 2013 Outstanding Project/Program Tool Award for the Integrated Growth Plan for the Carothers/McEwen Corridor from the Tennessee Chapter of the American Planning Association
- Engineering Excellence Award for Intelligent Transportation System Project
- Parks Department received Pioneer Athletics "Field of Excellence" award
- Parks Department received TRPA "Excellence in Parks and Recreation Award" for Audio Cell Phone Tour
- Top 10 List for Historic Preservation (Preservation Network)
- Second Most Business Friendly City in the State (Beacon Center)
- Pinkerton Park named #1 Park in Williamson County (*Southern Exposure* and FranklinIs.com)
- 2013 Governor's Award for Excellence in Natural Heritage from Gov. Bill Haslam and TDEC Commissioner Bob Martineau for the Harpeth River Restoration Project

Under this operating unit are:

- **Building and Neighborhood Services**
- **Planning and Sustainability**
- **Parks**
- **Engineering**
- **Traffic Operations Center**
- **Economic Development**
- **Community Development Block Grant (CDBG) Program.**



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee
FY 2016 Operating Budget

Building & Neighborhood Services

Chris Bridgewater, Director

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	1,743,498	1,975,427	2,124,022	1,989,485	2,185,552	61,530	2.9%
Operations	357,660	304,090	312,232	357,250	274,266	-37,966	-12.2%
Capital	651,873	111,511	0	0	0	0	0.0%
Total	2,753,031	2,391,028	2,436,254	2,346,735	2,459,818	23,564	1.0%

Departmental Summary

The Building and Neighborhood Services Department supports the safety and quality of life for the residents and visitors of the City of Franklin. The department has multiple responsibilities including: plan review of construction documents, issuing permits (building, sign, driveway, and tree removal), construction inspections, property maintenance violation enforcement, and enforcement of other standards and regulations found in the Franklin Municipal Code and Zoning Ordinance. There are four divisions within this department: 1) Building Codes Review and Inspections, 2) Development Services and Permitting, 3) Zoning Administration and Inspections and 4) Neighborhood Resources and Housing.

Although construction activity has increased this past year, staff will be able to meet level of service commitments in the coming year.

Department Goals

In the coming fiscal year, Building and Neighborhood Services will continue to analyze its fee structure to more accurately offset costs of regulating development activity for residential and multi-family residential developments.

The focus this year will be to continue to make more services available online so that customers can choose to make applications over the internet, rather than having to make a trip to City Hall.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City



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

Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.

Goal: Franklin will reduce the number of cases and days it takes to resolve identified property maintenance violations.

Baseline: The number of cases reported for property maintenance violations in 2012 was 179 (Neighborhood Resources & Property Maintenance)

Baseline: The current number of days to respond and resolve citizen requests regarding property maintenance for service in 2012 was 21 (Neighborhood Resources & Property Maintenance)

Baseline: 70.4% percent of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total) (Neighborhood Resources & Property Maintenance).

Theme: Quality Life Experiences



Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.

Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin

Goal: Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.

Baseline: Complete Housing Analysis and establish goals based on data from the analysis.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

Vegetation/Tree Problem	TBD	TBD	\$ 91	\$ 92	\$ 94
Zoning Violation	TBD	TBD	\$ 94	\$ 70	\$ 75
Total value of building and development	\$ 308,800,078	\$ 395,981,855	\$ 568,207,950	\$ 354,949,674	\$ 500,000,000
Total revenue	\$ 1,839,074	\$ 1,878,490	\$ 2,332,672	\$ 1,873,847	\$ 2,011,200
Total permits	9,046	5,896	8,472	7,407	7,666



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Tennessee Statewide Benchmarking Average	2,135	1,417	4,091	TBD	TBD
Total construction plans reviewed	1,296	904	896	800	800
Tennessee Statewide Benchmarking Average	560	486	456	TBD	TBD
Total notice of completions issued	N/A	N/A	N/A	N/A	N/A
Total certificates of occupancy issued	799	912	428	600	600
Building inspections performed	21,101	27,966	23,991	25,000	25,000
Tennessee Statewide Benchmarking Average	10,287	9,816	9,367	TBD	TBD
Building code violations	3,889	N/C	5,388	4,200	6,224
Property Maintenance code inspections	272	499	566	600	600
Total property maintenance code violations	0	343	566	600	600
Inoperable auto violations	38	17	97	50	80
Overgrown lot violations	15	54	88	90	90
Dilapidated structure violations	0	10	29	20	28
Property Parcels	24,007	21,379	21,591	22,000	22,695
Number of building inspector / certified plan reviewer FTEs	11	11	15	16	16
Tennessee Statewide Benchmarking Average	4	4	5	TBD	TBD
Number of permit technician / administrative / support FTEs	4	7	7	7	7
Total number of building code FTEs	22	20	25	26	26
Tennessee Statewide Benchmarking Average	7	7	7	TBD	TBD
Property maintenance code enforcement FTE's	2.5	2	2	2	2
Property maintenance administrative and support FTEs	1	0	0	0	0
Property Maintenance Inspections / 1,000 Parcels	11	23	26	27	26
Tennessee Statewide Benchmarking Average	53	123	89	TBD	TBD
Number of Construction Plans Reviewed per FTE (Inspectors/Reviewer FTEs Only)	118	82	60	50	50
Tennessee Statewide Benchmarking Average	156	96	109	TBD	TBD
Building Inspections per FTE (Inspectors FTEs Only)	1,918	2,542	1,599	1,563	1,563
Tennessee Statewide Benchmarking Average	2417	1,813	1,717	TBD	TBD

*FY 2015 & 2016 data estimated.

Efficiency Measures

	2012	2013	2014	2015*	2016*
Building Code Enforcement Program Cost per Capita	\$ 30	\$ 32	\$ 29	\$ 30	\$ 34
Tennessee Statewide Benchmarking Average	\$ 13	\$ 14	\$ 16	TBD	TBD
Building Code Inspectors/Certified Plan Reviewer FTE per 1,000 Population	0.18	0.17	0.22	0.23	0.23
Tennessee Statewide Benchmarking Average	0.08	0.10	0.10	TBD	TBD
Property Maintenance Code Enforcement Program Cost per Capita	5.3	\$ 5	\$ 7	\$ 7	\$ 7
Tennessee Statewide Benchmarking Average	\$ 5	\$ 4	\$ 4	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

	Property Maintenance Inspections per Property Maintenance Inspector FTEs	109	250	283	300	300
	Tennessee Statewide Benchmarking Average	557	898	1,661	TBD	TBD
	Property Maintenance Code Enforcement Program Cost per Parcel	\$ 13.80	\$ 16.00	\$ 23.32	\$ 23	\$ 23
	Tennessee Statewide Benchmarking Average	\$ 13.26	\$ 8.36	\$ 9.66	TBD	TBD
	Revenue per Permit Issued	N/A	\$ 182	\$ 211	\$ 253	\$ 262
	Tennessee Statewide Benchmarking Average	\$ 179	\$ 258	\$ 146	TBD	TBD
	Building Code Enforcement cost per permit issued	\$ 207.47	\$ 337.86	\$ 237.72	\$ 283.52	\$ 273.94
	Tennessee Statewide Benchmarking Average	\$ 773.70	\$ 462.46	\$ 403.51	TBD	TBD
	Total building code enforcement cost per building inspection	\$ 88.41	\$ 71.23	\$ 83.95	\$ 84.00	\$ 84.00
	Tennessee Statewide Benchmarking Average	\$ 169.23	\$ 194.83	\$ 171.41	TBD	TBD

*FY 2015 & 2016 data estimated.

Outcome (Effectiveness) Measures

		2012	2013	2014	2015*	2016*
	Reduce the number of cases and days it takes to resolve identified property maintenance violations.					
	# of cases reported for property maintenance violations	179	343	566	600	600
	Target	179	179	179	179	179
	Meets Target?	Yes	No	No	No	No
	# of days to respond and resolve citizen requests regarding property maintenance for service	21	N/C	21	21	21
	Target	21	21	21	21	21
	Meets Target?	Yes	N/A	Yes	Yes	Yes
	% of property maint. cases cleared within 10 days	70.4%	Data being compiled			
	Target	70.4%	70.4%	70.4%	70.4%	70.4%
	Average number of days from complaint to first inspection	3	N/C	2	2	2
Average number of days to resolve violation	21	N/C	21	21	21	
Cases brought into compliance	210	325	580	600	600	
Number of Property Maintenance Cases Brought Into Compliance per 1,000 Population	3	5	8	9	9	
	Tennessee Statewide Benchmarking Average	25	26	21	TBD	TBD
% of all Property Maintenance Violations Brought into Compliance	N/A	95%	102%	100%	100%	
	Tennessee Statewide Benchmarking Average	N/A	86%	98%	TBD	TBD

*FY 2015 & 2016 data estimated.

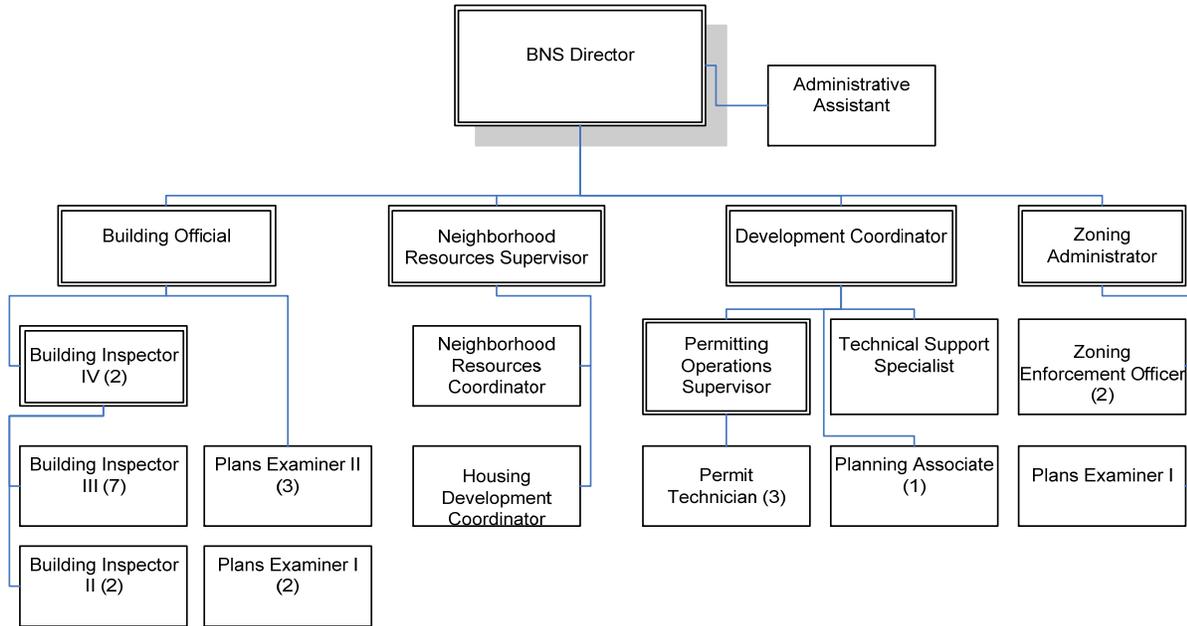
Revenue and value of building estimates for FY 2015 are estimates and require further refinement.



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart



Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee

FY 2016 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Building & Neigh. Svcs. Director	Grade K	1	0	1	0	1	0	1	0	1	0
Building Official	Grade I	1	0	1	0	1	0	1	0	1	0
Zoning & Development Coor.	Grade H	1	0	1	0	1	0	1	0	1	0
Plans Examiner III	Grade H	0	0	0	0	1	0	1	0	0	0
Building Inspector IV	Grade G	0	0	0	0	2	0	2	0	2	0
Plans Examiner II	Grade G	0	0	0	0	2	0	2	0	3	0
Zoning Administrator	Grade G	1	0	1	0	1	0	1	0	1	0
Neighborhood Resources Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Housing Development Coor.	Grade F	1	0	1	0	1	0	1	0	1	0
Plans Examiner I	Grade F	0	0	0	0	2	0	2	0	3	0
Building Associate	Grade F	1	0	1	0	1	0	1	0	1	0
Building Inspector III	Grade F	0	0	0	0	3	0	3	0	7	0
Building Inspector II	Grade E	0	0	0	0	4	0	5	0	2	0
Technical Support Specialist	Grade E	0	0	0	0	1	0	1	0	1	0
Zoning Enforcement Officer	Grade E	0	0	0	0	2	0	2	0	2	0
Signs/Design Standards Admin.	Grade E	1	0	1	0	0	0	0	0	0	0
Neighborhood Resources Coor.	Grade E	2	0	2	0	1	0	1	0	1	0
Building Inspector I	Grade D	0	0	0	0	1	0	1	0	0	0
Permit Technician	Grade D	4	0	4	0	3	0	3	0	3	0
Planning Associate	Grade D	0	0	0	0	1	0	1	0	1	0
Administrative Assistant	Grade D	0	0	0	0	1	0	1	0	1	0
Sr. Building Inspector	---	1	0	1	0	0	0	0	0	0	0
Sr. Building Inspector/Elect.	---	1	0	1	0	0	0	0	0	0	0
Building Inspector - Plans Ex. Sr.	---	1	0	0	0	0	0	0	0	0	0
Build. Insp. - Elect. Plans Ex.Sr.	---	1	0	0	0	0	0	0	0	0	0
Build. Insp. - Plumb/Mech. Ex.Sr.	---	1	0	1	0	0	0	0	0	0	0
Fire Code Plans Examiner	---	1	0	1	0	0	0	0	0	0	0
Build. Inspect. - Electrical	---	2	2	0	2	0	0	0	0	0	0
Building Inspector	---	4	0	1	0	0	0	0	0	0	0
Combo Inspector - Grade 1	---	0	0	3	0	0	0	0	0	0	0
Combo Inspector - Grade 2	---	0	0	4	0	0	0	0	0	0	0
Total		26	2	26	2	31	0	32	0	33	0



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	1,229,063	1,369,159	1,551,213	1,424,899	1,577,929	26,716	1.7%
Employee Benefits	514,435	606,268	572,809	564,586	607,623	34,814	6.1%
Total Personnel	1,743,498	1,975,427	2,124,022	1,989,485	2,185,552	61,530	2.9%
Operations							
Transportation Services	2,638	1,418	2,397	2,397	2,475	78	3.3%
Operating Services	4,823	8,330	10,600	10,113	5,300	(5,300)	-50.0%
Notices, Subscriptions, etc.	9,203	18,417	14,974	14,824	16,232	1,258	8.4%
Utilities	24,920	29,497	27,707	27,735	27,747	40	0.1%
Contractual Services	109,819	89,272	20,000	27,323	50,000	30,000	150.0%
Repair & Maintenance Services	15,725	19,559	15,980	15,980	16,400	420	2.6%
Employee programs	3,470	9,416	3,811	3,375	3,872	61	1.6%
Professional Development/Travel	10,950	10,289	21,600	21,647	25,575	3,975	18.4%
Office Supplies	11,320	12,328	10,620	10,360	10,930	310	2.9%
Operating Supplies	5,060	6,482	5,520	6,002	6,366	846	15.3%
Fuel & Mileage	21,296	20,654	22,000	20,000	20,000	(2,000)	-9.1%
Machinery & Equipment (<\$25,000)	82,706	28,957	86,200	120,174	16,200	(70,000)	-81.2%
Repair & Maintenance Supplies	2,420	507	-	-	-	-	0.0%
Operational Units	24,612	34,424	45,436	45,436	45,436	-	0.0%
Property & Liability Costs	27,898	13,321	11,420	16,958	13,210	1,790	15.7%
Permits	800	975	250	250	250	-	0.0%
Financial Fees	-	25	-	-	-	-	0.0%
Debt Service and Lease Payments	-	219	13,717	14,276	14,273	556	4.1%
Total Operations	357,660	304,090	312,232	357,250	274,266	(37,966)	-12.2%
Capital	651,873	111,511	-	-	-	-	0.0%
Total BNS Department	2,753,031	2,391,028	2,436,254	2,346,735	2,459,818	23,564	1.0%

Personnel

An additional Plans Examiner I is being added for Zoning section to review Residential plans. The current Plans Examiner for the Zoning section also serves as the Flood Plain Administrator. This will allow the current plans examiner the time to focus on the intensive process needed to improve the City's CRS (Community Rating System) rating which impacts how much our citizens pay for flood insurance. This position will also focus on a more detailed and coordinated review of projects within the Historic Zoning Overlay.

Operations

BNS has implemented the Technology Fee which is intended to support technological improvements focused on providing better customer service. An example is to convert paper application processes to become accessible online, which is a key element of the City's Strategic Plan.

In the past year, renovations to City Hall have created the floor space for a Development Services 'One Stop Shop' whose purpose is to allow all personnel needed to perform development approvals to be present in one location for a defined menu of services. Additional furniture and office equipment will be needed to implement



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Planning & Sustainability

Vernon Gerth, Assistant City Administrator

Robert Martin, Interim Planning & Sustainability Director

Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	1,122,534	1,273,278	1,258,294	1,228,049	1,326,767	68,473	5.4%
Operations	94,401	146,172	306,092	136,604	305,527	-565	-0.2%
Capital	0	0	0	0	0	0	0.0%
Total	1,216,935	1,419,450	1,564,386	1,364,653	1,632,294	67,908	4.3%

Departmental Summary

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) Provides expertise and technical assistance to the Franklin Municipal Planning Commission, Board of Zoning Appeals, Franklin Tree Commission, and various ad-hoc committees.
- 2) Takes a leadership role in sustainability efforts for the City, Community, and region, staff the Sustainability Commission.
- 3) Acts as staff support for historic preservation including Battlefield Commission, Design Review Committee, and Historic Zoning Commission.
- 4) Administers and updates the Franklin Zoning Ordinance and Land Use Plan, including the update of a specific character area annually.
- 5) Researches and implements revisions to the Zoning Ordinance to provide greater clarification and more efficient process.
- 6) Implements processes to streamline development review.
- 7) Oversees 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.
- 8) Performs landscape reviews and inspections, as required.
- 9) Seeks Federal and State funding opportunities to assist with desired projects/activities.
- 10) Coordinates with other City Departments to process development applications in a timely and efficient manner.
- 11) Facilitates Williamson County Schools and adjacent communities to look at growth patterns and school settings.
- 12) Works 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.



City of Franklin, Tennessee

FY 2016 Operating Budget

Planning & Sustainability

Vernon Gerth, Assistant City Administrator

Robert Martin, Interim Planning & Sustainability Director

Fiscal Year 2016 Outlook

The Planning and Sustainability Department has completed its reorganization and begun work on long range planning initiatives, while continuing to assure quality review of current development.

In the next fiscal year, Planning and Sustainability will be implementing the recommendations of the CPAT study through changes to the Land Use Plan and Zoning Ordinance. The Planning Department also contracted with a consultant to research character areas in the Land Use Plan as density relates to the Major Thoroughfare Plan and other infrastructure availability. The City is experiencing greater interest in infill development in existing neighborhoods. This infill development has created varying opinions regarding context, density, and affordability. The Planning Department established an Infill Group comprised of stakeholders and has been tackling such issues as flag lots, landscape ratios and compatibility. It is anticipated that this group will continue into the next fiscal year bringing forth proposed zoning revisions and land-use amendments. The City is working with Smart Growth America to ascertain if there are opportunities for a different way of looking at infill. Additionally, the Planning and Sustainability Department has requested funds for a consultant to update the properties in Historic Preservation Overlay Districts. This study would identify properties, their structures, conformance with Historic Requirements and provide a baseline going forward. The study would also research the feasibility of expanding the Historic Overlay District south on Columbia Ave. to the proposed Carter Hill Battlefield Park.

Finally, new vesting legislation became effective in January 2015, which will require different documentation for those applications approved after that date. Staff will research methods of tracking those applications and the matching Zoning Ordinance as well as ascertaining changes to the process.

The Planning and Sustainability Department anticipates another year of increasing development demand within the City and annexation in the Urban Growth Boundary (UGB).



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe and Livable City



Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.

Goal: Franklin will increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey

Baseline: Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.

Franklin will be a model for environmental quality and a sustainable city.

Goal: Franklin will be named as a "Smarter City" by the Natural Resources Defense Council for sustainability (the first in Tennessee).

Baseline: To review the criteria for becoming a "Smarter City" and apply for recognition. See: <http://smartercities.nrdc.org/rankings/scoring-criteria>

Goal: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.

Baseline: Franklin has nine (9) LEED certified buildings currently as of 2013 (www.usgbc.org/LEED).

Theme: Quality Life Experiences



Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including driving, public transit, walking, and biking.

To be a community that promotes walking, jogging, and cycling.

Goal: To increase the Walkability Index Score for Franklin.

Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in walkfriendly.org.

Goal: To become a more bicycle friendly community.

Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.

To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services

Goal: To reduce the number of days of air quality nonattainment in the City of Franklin.

Baseline: [none: need data point related to air quality].

Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Goal: To improve ranking as one of the top 10 communities providing for historic preservation in the U.S.

Baseline: Rank as 4th in nation for historic preservation (Preservation Network, 2012)

Baseline: Citizen Perception reported through community survey.

Theme: Sustainable Growth & Economic Prosperity



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

Goal: Update the Land Use Plan tied to transportation and infrastructure availability.

Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)

Goal: To increase the assessed valuation per square mile for land in City of Franklin

Baseline: Current assessed valuation per square mile is \$77,787,427 (Based on 41.28 sq. miles and property assessed value of 2012 of \$3,211,064,976. Finance Department)

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

Goal: To increase private investment in Franklin's Historic Area.

Baseline: Franklin issued 94 Certificates of Appropriateness for construction in 2014 (Planning and Sustainability).

Baseline: The value of investment dollars from COA's for 2014. (This number only reflects the valuations associated with the permits that been pulled as of this date and not projects without application for building permits. Planning and Sustainability)

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015	2016
Net Acreage Changes	5.56	5.28 (ROW)	179.59	TBD	TBD
Base Zoning Changes					
Acreage Zoned Due to Annexation	5.56	0	61	TBD	TBD
Acreage Rezoned	245.2	306	118.59	TBD	TBD
Development Process Approval Measures					
Concept Plans	0	0	0	TBD	TBD
Regulating Plans	3	0	0	TBD	TBD
Development Plans	18	27	26	TBD	TBD
Site Plans	32	95	70	TBD	TBD
Plats	43	87	65	TBD	TBD
Residential Approvals					
Total Units	1033	1041	1424	TBD	TBD
Cases heard by BOZA	11	11	20	TBD	TBD
Residential site plans reviewed	53	81*	TBD	TBD	TBD
Commercial site plans reviewed	0	N/A	TBD	TBD	TBD
Preliminary plats reviewed	1	3	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Final plats reviewed	49	66	TBD	TBD	TBD
Minor subdivision plats reviewed	1	N/C	N/C	TBD	TBD
Municipal planner FTEs	5	9	9	TBD	TBD
Planning and zoning administrative and support FTEs	4	4	4	TBD	TBD
Engineering FTEs	0	2.00**	2	TBD	TBD
Total planning and zoning revenues	\$ 81,413	\$ 143,178	\$140,099	TBD	TBD

Efficiency Measures

	2012	2013	2014	2015	2016
Average number of days for preliminary plat review	45	45	45	45	45

Outcome (Effectiveness) Measures

	2012	2013	2014	2015	2016
Franklin will be a model for environmental quality and a sustainable city.					
Increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey					
Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.					
Baseline established?	No	No	No	No	Yes
Survey Conducted?	No	No	No	No	Unlikely
Target: TBD	Yes	Yes	Yes	Yes	Yes
Meets Target?	No	No	No	No	No
Franklin will be named as a "Smarter City" by the Natural Resources Defense Council for sustainability (the first in Tennessee).					
Baseline: To review the criteria for becoming a "Smarter City" and apply for recognition. See: http://smartercities.nrdc.org/rankings/scoring-criteria					
Target: Named "Smarter City"	N/A	No	No	No	No
Meets Target?	N/A	No	No	No	No
Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.					
# of LEED Certified buildings in Franklin	N/A	9	11	12	12
Target (Source: www.usgbc.org)	N/A	9	10	11	11
Meets Target?	N/A	Yes	Yes	Yes	Yes
Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.					
The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.					
Franklin will develop a quality level of service expectation for its citizens.					
90% citizen satisfaction rated excellent/good for services as reported by community survey.					
Baseline: Data to be collected in next community survey.					
Meets Target?	N/A	N/A	N/A	N/A	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

	Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including driving, public transit, walking, and biking.					
	To be a community that promotes walking, jogging, and cycling.					
	Increase the Walkability Index Score for Franklin.		32	TBD	TBD	TBD
	Meets Target?	N/A	N/A	TBD	TBD	TBD
	Become a more bicycle friendly community.					
	Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.					
	Meets Target?	N/A	N/A	N/A	TBD	TBD
	Reduce the number of days of air quality nonattainment in the City of Franklin.					
	Baseline: [none: need data point related to air quality].					
	Meets Target?	N/A	N/A	N/A	TBD	TBD
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.						
	Improve ranking as one of the top 10 communities providing for historic preservation in the U.S.					
	Current Ranking	4	4	4	4	TBD
	Target	4	4	4	4	TBD
	Meets Target?	Yes	Yes	Yes	Yes	TBD
Franklin will strategically manage its growth and the value of its assets.						
	Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.					
	Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)					
	Target: Number Updated	TBD	TBD	TBD	TBD	TBD
	Meets Target?	TBD	TBD	TBD	TBD	TBD
	Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).					
	Franklin Poverty Rate	TBD	7%	TBD	TBD	TBD
	State Poverty Rate	TBD	17%	TBD	TBD	TBD
	Target	TBD	8%	TBD	TBD	TBD
	Meets Target?	TBD	Yes	TBD	TBD	TBD
	Increase the assessed valuation per square mile for land in City of Franklin					
	Current Assessed Value (in \$000s)	\$ 3,211,065	TBD	TBD	TBD	TBD
	Square Miles	41.28	TBD	TBD	TBD	TBD
	Target (in \$000s)	\$ 77,787	TBD	TBD	TBD	TBD
	Meets Target?	Yes	TBD	TBD	TBD	TBD
	Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.					
	Increase private investment in Franklin's Historic Area.					
	# of Certificates of Appropriateness issued for construction	116	TBD	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

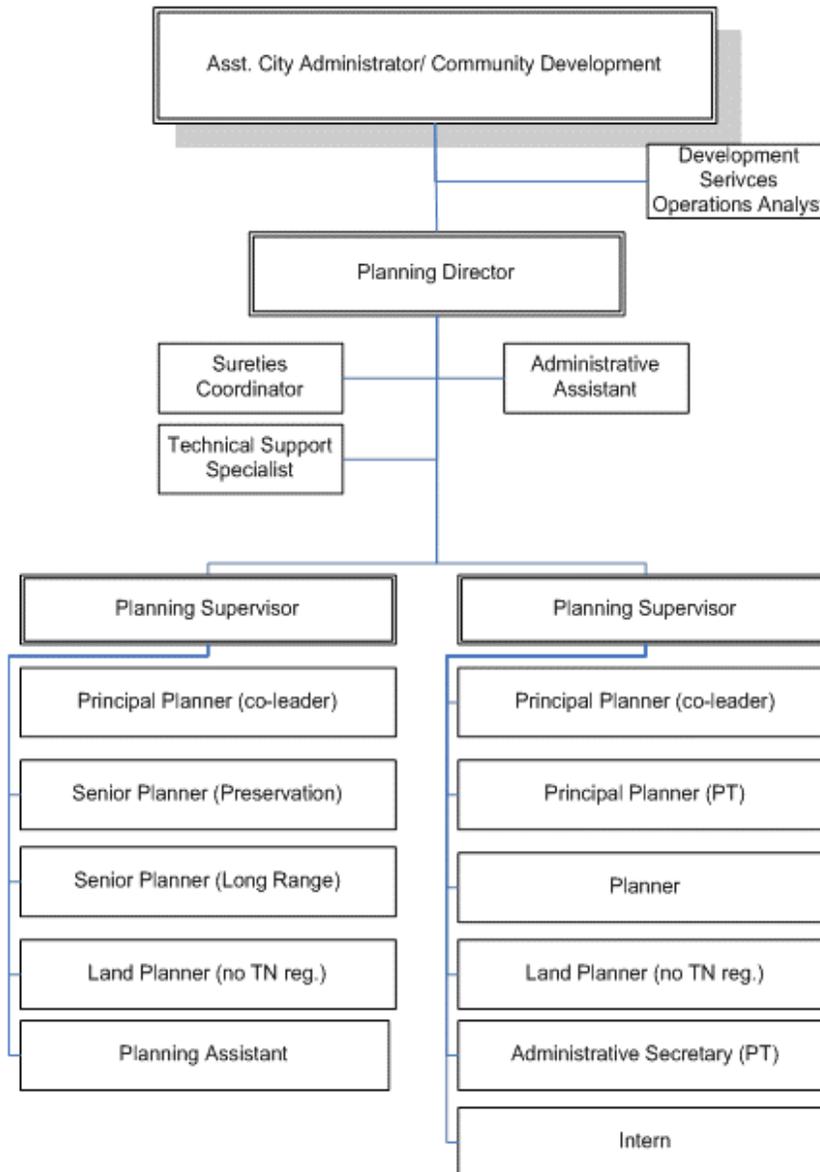
Performance Measures

Value of investment dollars from COA's	\$7,565,260	TBD	TBD	TBD	TBD
Meets Target?	Yes	TBD	TBD	TBD	TBD

*Includes Residential and Commercial site plans.

**City engineers who are involved in development plan review but are housed in the Engineering Department.

Organizational Chart





City of Franklin, Tennessee
FY 2016 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
ACA Community Development	Grade N	1	0	1	0	1	0	1	0	1	0
Planning Director	Grade L	1	0	1	0	1	0	1	0	1	0
Long Range Planning Supervisor	---	1	0	1	0	0	0	0	0	0	0
Current Planning Supervisor	---	1	0	1	0	0	0	0	0	0	0
Planning Supervisor	Grade I	0	0	0	0	2	0	2	0	2	0
Principal Planner/ Co-Leader	Grade H	2	0	2	0	2	1	2	1	2	1
Preservation Planner	---	1	0	1	0	0	0	0	0	0	0
Land Planner (TN Reg)	Grade G	1	0	0	0	0	0	1	0	1	0
Planning Senior	Grade G	0	0	0	0	2	0	2	0	2	0
Dev. Serv. Oper. Analyst	Grade G	0	0	0	0	1	0	0	0	0	0
Planner	Grade F	0	1	0	1	1	0	1	0	1	0
Land Planner (No Tn. Reg.)	Grade F	1	0	1	0	0	0	0	0	0	0
Sureties Coordinator	Grade F	1	0	1	0	1	0	1	0	1	0
Sustainability & Grants Coord.	---	1	0	1	0	0	0	0	0	0	0
Technical Support Specialist	Grade E	0	0	0	0	1	0	1	0	1	0
Planning Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Planning Associate	Grade D	1	0	1	1	2	0	2	0	2	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Permit Technician	---	1	0	1	0	0	0	0	0	0	0
Administrative Secretary	Grade B	0	0	0	0	0	0	0	1	0	1
Intern	---	0	1	0	1	0	1	0	1	0	1
Total Authorized Staffing		15	2	14	3	16	2	16	3	16	3



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	815,950	964,184	979,764	952,500	1,019,087	39,323	4.0%
Officials Fees	11,400	10,676	14,420	14,420	14,708	288	2.0%
Employee Benefits	295,184	298,418	264,110	261,129	292,972	28,862	10.9%
Total Personnel	1,122,534	1,273,278	1,258,294	1,228,049	1,326,767	68,473	5.4%
Operations							
Transportation Services	1,894	2,525	4,335	3,050	4,300	(35)	-0.8%
Operating Services	3,358	5,276	9,500	9,500	9,500	-	0.0%
Notices, Subscriptions, etc.	16,774	58,807	31,950	18,500	31,750	(200)	-0.6%
Utilities	6,790	6,694	9,500	9,500	10,000	500	5.3%
Contractual Services	2,772	-	150,000	-	162,720	12,720	0.0%
Repair & Maintenance Services	8,611	5,024	10,800	8,200	10,800	-	0.0%
Employee programs	460	774	3,000	3,500	3,500	500	16.7%
Professional Development/Travel	21,504	25,521	35,000	35,000	38,000	3,000	8.6%
Office Supplies	8,126	8,230	14,300	14,300	14,300	-	0.0%
Fuel & Mileage	1,385	10,321	2,400	1,700	2,180	(220)	-9.2%
Machinery & Equipment (<\$25,000)	14,110	19,158	30,600	26,400	12,400	(18,200)	-59.5%
Repair & Maintenance Supplies	959	46	200	200	200	-	0.0%
Operational Units	1,583	-	-	-	-	-	0.0%
Property & Liability Costs	5,913	3,500	4,007	6,254	5,377	1,370	34.2%
Permits	169	296	400	400	400	-	0.0%
Other Business Expenses	(7)	-	100	100	100	-	0.0%
Total Operations	94,401	146,172	306,092	136,604	305,527	(565)	-0.2%
Capital	-	-	-	-	-	-	0.0%
Total Planning & Sustain.	1,216,935	1,419,450	1,564,386	1,364,653	1,632,294	67,908	4.3%

Notes & Objectives

2016 Budget Goals: With this budget request, we hope to:

- Inventory of Historic Preservation Overlay and feasibility of Columbia Avenue including South to Carter Hill Park.
- Changes to the Land-Use Plan and Zoning Ordinance as a result of the In-fill Task Force.
- Presentation to the FMPC and BOMA by the consultant regarding Character Area revisions in the Land Use Plan tied to the Major Thoroughfare Plan
- Research impacts of vesting legislation and change processes.
- Streamline development processes when possible
- Provide training for staff , FMPC and HZC related to new trends.



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Parks

Lisa Clayton, Director

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	1,825,827	1,856,717	2,159,937	2,172,845	2,329,290	169,353	7.8%
Operations	842,049	1,122,831	1,481,989	1,139,064	1,796,672	314,683	21.2%
Capital	164,616	91,593	0	22,000	26,000	26,000	100.0%
Total	2,832,492	3,071,141	3,641,926	3,333,909	4,151,962	510,036	14.0%

Department Goals

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.



Departmental Summary

The primary challenge in development of the Parks budget for Fiscal Year 2015-16 will be implementing existing projects and day-to-day services while balancing the projections the 10-year comprehensive master plan will provide by mid-fiscal year 2015-16. Over the course of a year the Parks Department has been engaged in a comprehensive park master plan with the end goal in mind of a document designed to guide the future recreational actions of the community. The plan and needs assessment presents a vision for the future; with long-range goals and objectives for all activities that affect the quality of life's strategic vision. This will include guidance on how to make decisions on public and private land development proposals; the expenditure of public funds; cooperative efforts; and issues of pressing concern (such as parkland dedication and preservation). The plans will be written to provide direction for future activities over a ten year period after plan adoption.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future. Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: Quality Life Experiences



Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.

Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.

Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.

Baseline: 9% of citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.

Goal: To remain one of the top rated healthy cities in Tennessee.

Baseline: Ranked 1st. (Robert Wood Johnson Foundation, 2012)

Goal: To exceed the National Recreation and Park Association standard for park space within a community (current standard is 6 acres per 1,000 citizens of park space).

Baseline: 11.28 acres per 1,000 citizens (Parks Department).

Goal: Maintain status as a Tree City U.S.A.

Baseline: Satisfy National Standards of maintaining a tree board, tree care ordinance, a community forestry program, and observation and proclamation of Arbor Day annually (Parks Department).

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015	2016
Participation					
Children - All	N/A	6,962	16,284	17,000	17,850
Children - Franklin	N/A	6,753	15,774	16,000	16,800
Total participation – youth	N/A	286	32,058	33,000	34,650
Adults - All	N/A	4,935	28,123	30,450	30,450
Adults - Franklin Residents	N/A	4,611	27,279	29,400	29,400
Seniors - All	N/A	605	650	700	750



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Registered Athletics	N/A	N/C	8,143	8,500	8,960	
City Sponsored Events	N/A	9,665	8,038	9,000	9,500	
Non-City Sponsored Events	N/A	39,526	34,323	35,000	36,750	
Park Attendance by Scheduled Users						
Schools	9,407	8,920	3,938	9,000	9,500	
Athletics	7,547	7,756	8,299	9,000	9,500	
City Sponsored Special Events	8,775	12,919	7,690*	10,000	10,500	
Outside Sponsored Special Events	41,986	21,071	19,549*	25,000	26,250	
Parks and Recreation Acres Maintained	N/A	704	704	704	704	
Passive Parks	N/A	514	514	514	514	
Active Parks	N/A	190	190	190	190	
Greenway miles	N/A	11.75	11.75	11.75	11.75	
Permit applications received	N/A	106	98	100	600	
Parks and Recreation Units Managed	N/A	16	16	16	16	
Estimated annual hours of operation of units	N/A	63,112	70,080	72,000	72,000	
Revenues from user fees	N/A	\$ 38,733	\$ 53,302	\$ 60,000		
Number of volunteer hours worked	N/A	17,100	17,880	18,000	18,500	
Total number of training hours	N/A	422	918	1,200	1,500	
Grant proceeds awarded	N/A	\$ 184,934	\$ -	\$ 20,000	\$ 75,000	
Urban Forestry & Recycling						
Trees Planted	60	150	127	150	220	
Tree Farm Trees	80	65	52	60	0	
Trees Planted by Donation/Grants	250	85	2	10	2	
Trees Purchased From Tree Bank	29	85	66	75	195	
Lecture Series Attendance	112	45	52	75	110	
 Blue Bag Recycling	233	325	560	600	750	

*Eastern Flank & Bicentennial Parks were under construction and unavailable for rent for majority of the year. Inclement weather was another reason for lower numbers (i.e. 4th of July)

Efficiency Measures

	2012	2013	2014	2015	2016
Cost per Franklin Resident to Support Parks*	\$10.64	\$13.16	\$17.01	\$ 16.54	\$ 25.67
Parks and Recreation Cost Per Capita	N/A	\$ 61.20	\$ 64.60	TBD	TBD
 Tennessee Statewide Benchmarking Average	N/A	\$ 87.44	\$ 92.16	TBD	TBD
Percentage of Costs Supported by Parks and Recreation User Fees Collected	N/A	0.95%	1.24%	1.25%	1.25%
 Tennessee Statewide Benchmarking Average	N/A	10.08%	11.13%	TBD	TBD
Total Costs per Total Parks and Recreation Areas Maintained	N/A	\$ 5,766	\$ 6,090	\$ 7,000	\$ 7,000
 Tennessee Statewide Benchmarking Average	N/A	\$ 13,180	\$ 9,178	TBD	TBD

*Formula is Operations Expenses / Population



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

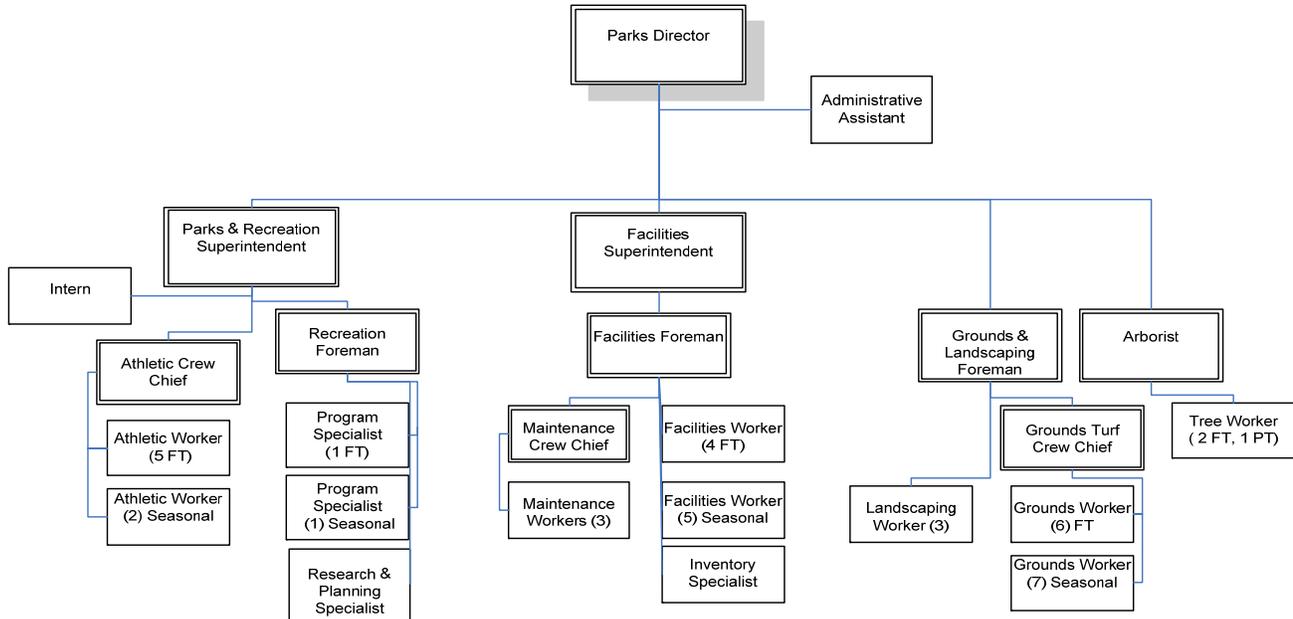
		2012	2013	2014	2015	2016
	Increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.					
	Citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good	9%	9%	9%	9%	TBD
	Target (Source: 2012 Community Survey by ASI for Franklin Tomorrow)	9%	9%	9%	9%	TBD
	Meets Target?	Yes	Yes	Yes	Yes	Yes
	Acres per 1000 residents	11.28	10.61	10.61	10.06	10.06
	Tennessee Statewide Benchmarking Average	N/A	11.83	12.16	TBD	TBD
	Target (National Parks & Recreation Association)	6	6	6	6	6
	Meets Target?	Yes	Yes	Yes	Yes	Yes
	Remain one of the Top Rated Healthy Cities in Tennessee					
	State Rank	1st	TBD	TBD	TBD	TBD
	Target (Robert Wood Johnson Foundation, 2012)	1st	1st	1st	1st	1st
	Meets Target?	Yes	TBD	TBD	TBD	TBD
	Maintain Status as Tree City USA					
	Number of years received	7	8	9	10	11
	Target: Status Maintained? (Arbor Day Foundation?)	Yes	Yes	Yes	Yes	Yes
	Meets Target?	Yes	Yes	Yes	Yes	Yes



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart



Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee

FY 2016 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Parks Director	L	1	0	1	0	1	0	1	0	1	0
Facilities Superintendent	H	1	0	1	0	1	0	1	0	1	0
Parks & Recreation Superintendent	G	1	0	1	0	1	0	1	0	1	0
Athletic Foreman	F	1	0	1	0	1	0	0	0	0	0
Grounds & Landscape Foreman	F	1	0	1	0	1	0	1	0	1	0
Facilities Foreman	F	0	0	0	0	0	0	1	0	1	0
Recreation Foreman	F	0	0	0	0	0	0	1	0	1	0
Program Coordinator	E	0	0	1	0	1	0	0	0	0	0
Arborist	E	1	0	1	0	1	0	1	0	1	0
Research & Planning Specialist	E	0	0	0	0	0	0	1	0	1	0
Facilities Crew Chief	E	1	0	1	0	1	0	0	0	0	0
Athletics Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Grounds Turf Crew Chief	E	1	0	0	0	1	0	1	0	1	0
Landscaping Crew Chief	E	1	0	0	0	0	0	0	0	0	0
Maintenance Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Program Specialist	D	1	1	1	0	1	0	1	1	1	1
Admin Assistant	D	1	0	1	0	1	0	1	0	1	0
Inventory Specialist	D	1	0	1	0	1	0	1	0	1	0
Heavy Equipment Operator	---	1	0	1	0	1	0	0	0	0	0
Athletic Turf Worker	---	2	1	2	1	0	0	0	0	0	0
Athletic Field Worker	---	2	1	2	1	4	2	0	0	0	0
Maintenance Worker	C	3	0	3	0	3	0	3	0	3	0
Athletic Worker	B	0	0	0	0	0	0	4	2	5	2
Tree Worker	B	0	1	0	1	0	1	0	3	2	1
Facilities Worker	B	2	3	2	4	3	4	3	4	4	5
Grounds Worker	B	3	5	3	6	4	6	4	7	6	7
Landscaping Worker	B	1	1	2	1	2	3	3	0	3	0
Intern	---	0	0	0	0	0	1	0	1	0	1
TOTALS		28	13	28	14	31	17	31	18	37	17



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	1,267,180	1,301,968	1,621,872	1,630,000	1,710,418	88,546	5.5%
Employee Benefits	558,647	554,749	538,065	542,845	618,872	80,807	15.0%
Total Personnel	1,825,827	1,856,717	2,159,937	2,172,845	2,329,290	169,353	7.8%
Operations							
Transportation Services	7,760	8,577	8,700	8,700	8,975	275	3.2%
Operating Services	11,758	11,799	14,100	20,900	21,385	7,285	51.7%
Notices, Subscriptions, etc.	65,362	37,722	44,880	48,205	53,855	8,975	20.0%
Utilities	200,754	203,601	180,865	200,387	231,596	50,731	28.0%
Contractual Services	5,055	20,386	37,900	38,100	44,420	6,520	17.2%
Repair & Maintenance Services	100,063	184,237	87,250	92,100	138,106	50,856	58.3%
Employee programs	7,360	5,738	11,950	15,050	19,265	7,315	61.2%
Professional Development/Travel	12,528	18,828	30,935	31,935	35,945	5,010	16.2%
Office Supplies	10,003	9,965	14,310	14,450	15,130	820	5.7%
Operating Supplies	59,291	57,306	71,700	73,250	86,516	14,816	20.7%
Fuel & Mileage	58,735	58,777	61,000	50,000	54,900	(6,100)	-10.0%
Machinery & Equipment (<\$25,000)	129,590	217,303	226,872	72,215	123,300	(103,572)	-45.7%
Repair & Maintenance Supplies	155,438	191,263	235,000	226,500	261,252	26,252	11.2%
Operational Units	7,014	21,638	265,403	50,000	432,452	167,049	62.9%
Property & Liability Costs	(2,337)	38,881	52,180	98,400	49,762	(2,418)	-4.6%
Rentals	13,225	12,720	13,830	14,630	25,735	11,905	86.1%
Permits	450	334	720	720	740	20	2.8%
Debt Service and Lease Payments	-	23,756	124,394	83,522	193,338	68,944	55.4%
Total Operations	842,049	1,122,831	1,481,989	1,139,064	1,796,672	314,683	21.2%
Improvements	136,165	62,338	-	-	26,000	26,000	100.0%
Infrastructure	-	29,255	-	22,000	-	-	0.0%
Machinery & Equipment (>\$25,000)	28,451	-	-	-	-	-	0.0%
Capital	164,616	91,593	-	22,000	26,000	26,000	100.0%
Total Parks Department	2,832,492	3,071,141	3,641,926	3,333,909	4,151,962	510,036	14.0%



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Budget Summary

Engineering							
	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	716,195	735,319	895,319	718,647	902,672	7,353	0.8%
Operations	-84,895	-60,392	19,439	-67,207	1,225	-18,214	-93.7%
Capital	0	0	0	0	0	0	0.0%
Total	631,300	674,927	914,758	651,440	903,897	-10,861	-1.2%

Traffic Operations Center (TOC)							
	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	240,680	239,082	277,967	155,575	222,046	-55,921	-20.1%
Operations	218,635	156,962	701,710	393,610	622,208	-79,502	-11.3%
Capital	546,579	28,220	1,650,000	341,569	2,216,850	566,850	34.4%
Total	1,005,894	424,264	2,629,677	890,754	3,061,104	431,427	16.4%

Departmental Summary

This budget contains operations for two separate functions: Engineering & Traffic Operations Center.

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 Engineering Division manages both City-funded and private infrastructure projects. The Engineering Division works with other City Departments, TDOT, various utility providers, 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.

The Traffic Operations Division manages the transportation network within the City of Franklin. They currently oversee our Congestion Management Program, Traffic Count Program, Traffic Calming Program and assist with both public and private infrastructure projects.

The Stormwater Division helps the City maintain compliance with mandates set by the Federal (EPA) and State (TDEC) Governments to minimize stormwater runoff pollution. 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.



City of Franklin, Tennessee

FY 2016 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Department Summary (continued)

TRANSPORTATION OPERATIONS CENTER (TOC)

A goal of the Traffic Operations Division is to perform timing optimizations for signal systems. Currently there are five major systems in the City - Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd), SR 96 E (Murfreesboro Rd./Royal Oaks), Downtown (Main St, Fifth Ave, SR96 West), Hillsboro Road and Columbia Ave. Traffic counts and turning movement counts are obtained at all signalized intersections within a 3 year window. These counts are then used to preform signal system timing optimizations.

The Traffic Operations Center (TOC) provides traffic management services to the City of Franklin. The center currently manages 114 traffic signals and 22 Closed Circuit Television (CCTV) cameras. In past years the TOC has worked towards providing better traffic flow throughout the City through the Congestion Management Program. That program requires data collection at each of those intersections every 3 years and optimizing the signal timing in each of the City's main corridors.

The TOC will be addressing new challenges as we move into the future. First will be the Comprehensive Transportation Network Plan which will study the transportation network with attention to the roadway network, bike and pedestrian facilities and transit. This study will replace the traditional Major Thoroughfare Plan Update and will provide a more complete planning document for use by the city in applying for Federal Highway Administration or Federal Transit Administration funding. The second challenge is to deploy an Adaptive Traffic Signal Control System in the Cool Springs Area. This action will provide the benefits of constant signal optimization.

Congestion Management 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 signalized intersections every three years.

Currently there are five major systems in the City:

- 1) Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd)
- 2) SR 96 E (Murfreesboro Rd./Royal Oaks)
- 3) Downtown Franklin (Main St, Fifth Ave, SR96 West)
- 4) Hillsboro Road
- 5) Columbia Ave.

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. 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,

Department Summary (continued)



City of Franklin, Tennessee

FY 2016 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

STORMWATER

The City of Franklin is granted authorization to discharge stormwater through its stormwater infrastructure and into receiving water bodies through a NPDES permit issued by the EPA and administered through TDEC. A condition of this permit coverage is that six minimum control measures are met by the end of the permit cycle. The City is required annually to submit an “annual report”, which is essentially a report to document the progress the City is making towards meeting its current permit requirements. Current minimum control measures are:

- 1) Public Education and Outreach
- 2) Public Involvement and Participation
- 3) Illicit Discharge Detection and Elimination
- 4) Construction Site Stormwater Runoff Control
- 5) Permanent Stormwater Management in Development and Redevelopment
- 6) Pollution Prevention for Municipal Operations

In addition to the above minimum control measures the City is required to do annual ambient monitoring which includes:

- 1) Macroinvertebrate Sampling
- 2) E.Coli Sampling
- 3) Visual Stream Assessments



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future. Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: Quality Life Experiences



Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including driving, public transit, walking, and biking.

To reduce citizen perception of traffic congestion in Franklin

Goal: To reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.

Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

Baseline: Complete Housing Analysis and establish goals based on data from the analysis.

Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including driving, public transit, walking, and biking.

To be a community that promotes walking, jogging, and cycling.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

		2012	2013	2014	2015*	2016*
	Total Properties affected by need for Right-Of-Way	0	0	84	0	0
	Number of Offers made for Right-of-Way	0	0	63	0	0
	Number of Offers Accepted	0	0	49	0	0
	Number of Properties Condemned	0	0	13	0	0
	Franklin will be a model for environmental quality and a sustainable City					
	Goal: Meet or exceed the minimum compliance of our NPDES MS4 permit to protect our national resources.					
	Number of public education and outreach events completed.	N/A	2	1	1	1



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Number of public involvement and participation events completed.	N/A	2	1	1	1
Percentage of Watershed completed for illicit discharge detection and elimination.	N/A	0%	0%	0%	TBD
Percentage of active construction sites inspected monthly.	N/A	100%	100%	100%	100%
Percentage of permanent stormwater management facilities inspected.	N/A	0%	0%	0%	TBD
Annual Ambient monitoring (Achieved or Not Achieved)					
Macroinvertebrate Sampling	N/A	Achieved	Achieved	Achieved	Achieved
E.Coli Sampling	N/A	Achieved	Achieved	Achieved	Achieved
Visual Stream Assessment	N/A	0%	0%	0%	0%
<p>Goal: Implement our Congestion Management Program by coordinate traffic signals to insure optimum travel speed, reduce delay, reduce energy and fuel consumption and minimize stops. The City Currently has five coordinated signal systems that include: Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd), SR 96 E (Murfreesboro Rd./Royal Oaks), Downtown Franklin (Main St, Fifth Ave, SR96 West), Hillsboro Road, Columbia Ave.</p> <p>Baseline: Implement new traffic counts and signal timing plans on one coordinate system per year. 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."</p>					
Signal Area	Last Signal Timing Update				
Cool Springs Area	2009				
SR 96 E	2015				
Downtown Franklin	2010				
Hillsboro Road	To Be Completed Following Hillsboro Road (Independence				
Columbia Ave	2015				

Efficiency Measures

	2012	2013	2014	2015*	2016*
% of Offers for Right of Way Accepted	N/A	N/A	77.8%	TBD	TBD
Target	N/A	N/A	80.0%	TBD	TBD
Meets Target	N/A	N/A	No	TBD	TBD
% of Offers Rejected/Properties Condemned	N/A	N/A	20.6%	TBD	TBD
Target	N/A	N/A	20.0%	TBD	TBD
Meets Target	N/A	N/A	No	TBD	TBD



City of Franklin, Tennessee
FY 2016 Operating Budget

Performance Measures

Outcome (Effectiveness) Measures

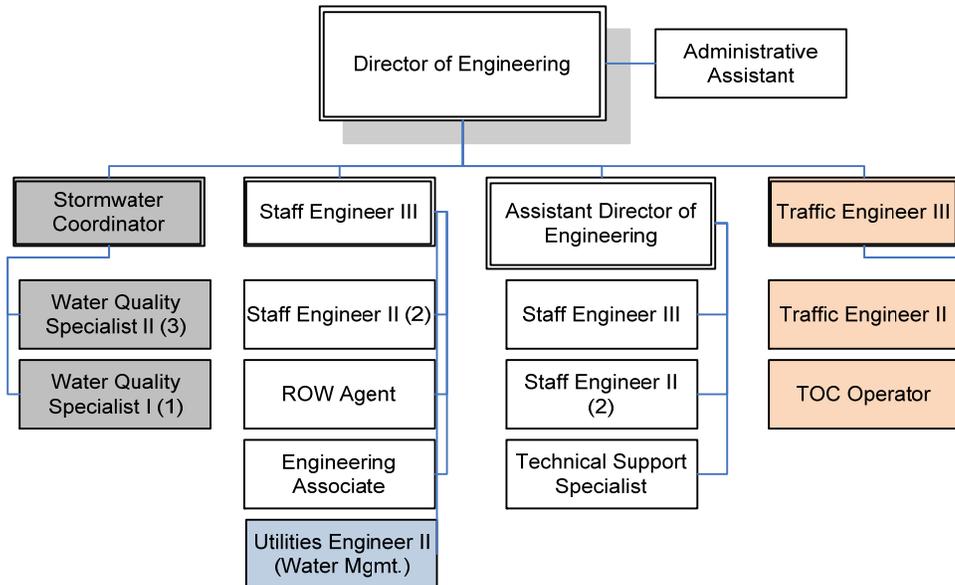
		2012	2013	2014	2015	2016
	Reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin. <i>(Baseline: Community Survey by ASI for Franklin Tomorrow)</i>	37%	TBD	TBD	TBD	TBD
	Target	< 37%	TBD	TBD	TBD	TBD
	Meets Target?	TBD	TBD	TBD	TBD	TBD
To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services						
	Increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.	Baseline to be established				
	Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)					
	Meets Target?	TBD	TBD	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart



Notes: 1) The following colors are as follows:

White: Engineering is shaded in white.
Peach: Traffic Engineer III, Traffic Engineer II, and TOC Operator included in TOC Budget.
Gray: Stormwater Management Coordinator & Water Quality Specialists included in Stormwater Personnel.
Blue: Utilities Project Manager funded through Water Management Department.

2) For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee
FY 2016 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Engineering											
Director of Engineering	Grade L	1	0	1	0	1	0	1	0	1	0
Asst. Dir. Of Engineering	Grade J	0	0	1	0	1	0	1	0	1	0
Engineering Supervisor	---	2	0	2	0	0	0	0	0	0	0
Staff Engineer III	Grade I	0	0	0	0	3	0	3	0	3	0
Staff Engineer II	Grade H	2	0	3	0	3	0	3	0	3	0
Staff Engineer I	Grade G	2	0	0	0	0	0	0	0	0	0
Right of Way Agent	Grade G	1	0	1	0	1	0	1	0	1	0
Senior CIP Inspector	Grade G	0	0	0	0	0	0	0	0	0	0
Technical Support Sepcialist	Grade E	0	0	0	0	1	0	1	0	1	0
Engineering Associate	TBD	0	0	0	0	0	0	1	0	1	0
Admin. Asst	Grade D	2	0	2	0	1	0	1	0	1	0
Total - Engineering		10	0	10	0	11	0	12	0	12	0

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Traffic Operations Center											
Traffic/Transportation Engineer	---	1	0	1	0	0	0	0	0	0	0
ITS Specialist Senior	---	0	0	0	0	1	0	1	0	0	0
Traffic Engineeer III	Grade I	1	0	1	0	1	0	1	0	1	0
Traffic Engineer II	Grade F	1	0	1	0	1	0	1	0	1	0
TOC Operator	Grade E	0	0	1	0	1	0	1	0	1	0
Total - TOC		3	0	4	0	4	0	4	0	3	0



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget - Engineering

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	522,611	544,979	689,488	583,785	680,239	(9,249)	-1.3%
Employee Benefits	193,584	190,340	205,831	134,863	222,433	16,602	8.1%
Total Personnel	716,195	735,319	895,319	718,647	902,672	7,353	0.8%
Operations							
Transportation Services	1,994	747	1,500	610	650	(850)	-56.7%
Operating Services	6,077	7,838	10,530	11,830	14,500	3,970	37.7%
Notices, Subscriptions, etc.	2,316	2,615	3,620	3,620	6,500	2,880	79.6%
Utilities	4,054	3,322	5,310	4,585	6,240	930	17.5%
Contractual Services	22,597	61,971	122,500	65,000	135,000	12,500	10.2%
Repair & Maintenance Services	1,602	2,994	2,400	2,100	2,300	(100)	-4.2%
Employee programs	576	356	3,110	3,110	5,700	2,590	83.3%
Professional Development/Travel	17,159	11,817	18,760	17,700	19,700	940	5.0%
Office Supplies	3,906	4,603	5,275	5,675	5,860	585	11.1%
Operating Supplies	1,841	1,442	4,005	4,005	7,500	3,495	87.3%
Fuel & Mileage	1,403	1,195	2,500	2,200	2,250	(250)	-10.0%
Machinery & Equipment (<\$25,000)	18,089	8,609	47,300	17,650	17,300	(30,000)	-63.4%
Repair & Maintenance Supplies	323	-	-	-	-	-	0.0%
Property & Liability Costs	3,230	5,485	3,889	5,626	5,087	1,198	30.8%
Permits	2,459	1,796	3,310	3,710	6,750	3,440	103.9%
Debt Service and Lease Payments	-	87	5,426	5,367	4,097	(1,329)	-24.5%
Interfund Reimbursement	(172,521)	(175,269)	(219,996)	(219,996)	(238,209)	(18,213)	8.3%
Total Operations	(84,895)	(60,392)	19,439	(67,207)	1,225	(18,214)	-93.7%
Capital							
	-	-	-	-	-	-	0.0%
Total Engineering	631,300	674,927	914,758	651,440	903,897	(10,861)	-1.2%



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget - TOC

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	178,941	173,086	217,561	124,293	169,039	(48,522)	-22.3%
Employee Benefits	61,739	65,996	60,406	31,282	53,006	(7,400)	-12.2%
Total Personnel	240,680	239,082	277,967	155,575	222,046	(55,921)	-20.1%
Operations							
Transportation Services	105	266	520	500	500	(20)	-3.8%
Operating Services	-	59	350	350	360	10	2.9%
Notices, Subscriptions, etc.	3,516	5,068	2,370	1,400	1,860	(510)	-21.5%
Utilities	1,818	1,608	2,330	1,742	2,200	(130)	-5.6%
Contractual Services	116,605	38,486	637,850	316,200	561,300	(76,550)	-12.0%
Repair & Maintenance Services	1,261	81,531	1,000	1,000	1,100	100	10.0%
Employee programs	94	-	200	200	300	100	50.0%
Professional Development/Travel	3,245	3,623	7,930	6,450	7,053	(877)	-11.1%
Office Supplies	36	475	420	420	500	80	19.0%
Operating Supplies	1,040	506	1,440	1,200	1,250	(190)	-13.2%
Fuel & Mileage	872	800	1,400	1,400	1,260	(140)	-10.0%
Machinery & Equipment (<\$25,000)	43,067	2,279	14,550	28,850	35,800	21,250	146.0%
Repair & Maintenance Supplies	816	1,540	1,250	16,695	2,600	1,350	108.0%
Property & Liability Costs	1,235	5,475	12,950	14,873	3,795	(9,155)	-70.7%
Permits	466	540	2,330	2,330	2,330	-	0.0%
Debt Service and Lease Payments	44,459	14,706	14,820	-	-	(14,820)	-100.0%
Total Operations	218,635	156,962	701,710	393,610	622,208	(79,502)	-11.3%
Infrastructure	16,268	15,791	-	83,419	-	-	0.0%
Machinery & Equipment (>\$25,000)	530,311	12,429	1,650,000	258,150	2,216,850	566,850	34.4%
Capital	546,579	28,220	1,650,000	341,569	2,216,850	566,850	34.4%
Total TOC	1,005,894	424,264	2,629,677	890,754	3,061,104	431,427	16.4%



City of Franklin, Tennessee

FY 2016 Operating Budget

Economic Development

Eric Stuckey, City Administrator

Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Expenditures	46,313	52,811	69,730	69,730	70,008	278	0.4%
Economic Development	46,313	52,811	69,730	69,730	70,008	278	0.4%

Department Summary

This department is used to identify payments specifically related to economic development. An allocation is made for economic development of \$25,000 plus an additional amount for the Greater Nashville Regional Council of \$13,919. Membership to the Nashville Area Chamber of Commerce is \$3,000 and the Metropolitan Planning Organization is budgeted at \$7,811. \$20,000 is included for continued funding of the business retention program being conducted by the Economic Development Office with the new Chamber of Commerce.

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



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Quality of Life Experiences



Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.

Goal: To remain below the national Cost of Living Index of 100.

Baseline: 89 on index of 100 (Williamson County Chamber of Commerce).

Goal: To improve ranking as one of the best cities for start-up businesses in the United States.

Baseline: Ranked top 50 in the nation (http://images.businessweek.com/ss/09/03/0327_smallcity_startups/43.htm).

Sustainable Growth & Economic Prosperity



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

Opportunities for increasing tourism experiences.

Goal: To increase tourist visits to Franklin.

Baseline: Carnton Plantation, Carter House and Lotz House had 80,000 visitors in 2012 (www.carnton.org).

Goal: To increase the number of participants in conventions, conferences, and meetings in the Conference Center

Baseline: [Need 2012 fiscal year data on number of participants or equivalent proxy]

Opportunities for revenue enhancements through tourism and sales revenues.

Goal: To increase the revenue generated from Hotel/Motel taxes.

Baseline: Franklin received \$2,193,109.16 in Hotel/Motel Tax for the 2012 Fiscal Year (Department of Finance)

Goal: To increase sales tax revenue money greater than the annual state-wide sales tax growth.

Baseline: \$24.197 million in sales tax revenues were collected by the City of Franklin in 2012. (Financial Reports from City Finance Department)

Goal: Franklin will increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center

Baseline: [Review Conference Center data for appropriate metrics]

Franklin will expand and retain business and job opportunities within the community as well as the county.

Encourage job growth and retention within the city.

Goal: To increase the number of jobs in the city over the previous year.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Baseline: Franklin reported 33,750 total employment in June 2013. [Civilian Labor Force Summary, Labor Monthly Report, July 2013].

Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.

Baseline: Franklin's unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).

Encourage expansion and retention of business opportunities in the City of Franklin.

Goal: To increase the net number of business licenses within the city over the previous year.

Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management)

Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).

Goal: To increase the number of small businesses over the previous year.

Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)

Goal: To increase the number of businesses with more than 100 employees over the previous year.

Baseline: Franklin has 50 businesses with more than 100 employees (Williamson County Chamber of Commerce).

Goal: To increase the success of Fortune 1000 companies located in Franklin over the previous year.

Baseline: The number of local people employed by Fortune 1000 companies in Franklin was 11,971 (2012).

Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.

Baseline: Franklin retail and commercial vacancy rate for 3rd Q 2013 was 3.8%. Nashville MSA rate was 9.4%.

Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProsper.com)

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
TBD					

Efficiency Measures

	2012	2013	2014	2015*	2016*
TBD					

Outcome (Effectiveness) Measures

	2012	2013	2014	2015*	2016*	
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.						
	Remain below the national Cost of Living Index of 100.					
	Current Rating	N/A	89	89	TBD	TBD
	Target	N/A	< 100	< 100	< 100	< 100
	Meets Target?	N/A	Yes	Yes	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

		2012	2013	2014	2015*	2016*
	Improve ranking as one of the best cities for start-up businesses in the United States.					
	Current Rating	N/A	43	43	TBD	TBD
	Target	N/A	Top 50	Top 50	N/A	N/A
	Meets Target?	N/A	Yes	Yes	TBD	TBD
Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.						
Opportunities for increasing tourism experiences.						
	Increase tourist visits to Franklin.					
	Visits to Carnton Plantation, Carter House and Lotz House	80,000	Data to be collected			
	Target	80,000	Data to be collected			
	Meets Target?	Yes	TBD	TBD	TBD	TBD
	Increase the number of participants in conventions, conferences, and meetings in the Conference Center					
	Baseline: [TBD from FY 2012 data on # of participants or equivalent proxy]					
	Target	N/A	Data to be collected			
	Meets Target?	N/A	TBD	TBD	TBD	TBD
	Opportunities for revenue enhancements through tourism and sales revenues.					
	Increase the revenue generated from Hotel/Motel taxes.	\$ 2,193,109	\$ 2,329,826	\$ 2,683,341	\$ 2,804,480	\$ 2,958,726
	Target (more than previous year)	\$ 1,905,708	\$ 2,193,109	\$ 2,329,826	\$ 2,683,341	\$ 2,804,480
	Meets Target?	Yes	Yes	Yes	Yes	Yes
	Increase sales tax revenue money greater than the annual state-wide sales tax growth.					
	Franklin Collections (in \$ millions)	\$24.197	\$25.995	\$27.254	\$28.759	\$29.909
	Franklin Collection Increase	6.5%	7.4%	4.8%	5.5%	4.0%
	State Collections (in \$ billions)	\$6.900	\$7.012	\$7.29	\$7.612	\$7.878
	State Collection Increase	6.3%	1.6%	3.9%	4.5%	3.5%
	Meets Target?	Yes	Yes	Yes	Yes	Yes
	Increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center					
	Baseline: [Review Conference Center data for appropriate metrics]					
	Target	N/A	Data to be collected			
	Meets Target?	N/A	TBD	TBD	TBD	TBD
Franklin will expand and retain business and job opportunities within the community as well as the county.						
	Encourage job growth and retention within the city.					
	Increase the number of jobs in the city over the previous year.	N/A	33750	Data to be collected		
	Target	N/A	33750	< 33750	< 33750	< 33750
	Meets Target?	N/A	Yes	TBD	TBD	TBD
	Decrease the unemployment rate within the city over the previous year below the county and state levels.					
	Franklin's Unemployment Rate	5.9%	5.5%	5.3%	5.3%	5.2%
	Williamson County Unemployment Rate	6.1%	5.9%	5.7%	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

	Tennessee's Unemployment Rate	8.7%	8.5%	7.4%	TBD	TBD
	Target (Franklin's U/I for preceding year)	7.5%	5.9%	5.5%	5.3%	5.2%
	Meets Target(s)?	N/A	Yes	Yes	TBD	TBD
	Encourage expansion and retention of business opportunities in the City of Franklin.					
	Increase the net number of business licenses within the city over the previous year.					
	New business licenses	427	410	406	400	400
	Total Active business licenses	5302	5334	5711	5800	5900
	Meets Target(s)?	N/A	Yes	Yes	TBD	TBD
	Increase the number of small businesses over the previous year.					
	Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)					
	# of Small Businesses in Franklin	Data to be collected				
	Target	Data to be collected				
	Meets Target?	TBD	TBD	TBD	TBD	TBD
	Increase the number of businesses with more than 100 employees over the previous year.					
	# of businesses in Franklin with more than 100 employees	N/A	50	Data to be collected		
	Target	N/A	50	Data to be collected		
	Meets Target?	N/A	Yes	TBD	TBD	TBD
	Increase the success of Fortune 1000 companies located in Franklin over the previous year.					
	# of local people employed by Fortune 1000 companies in Franklin	11,971	Data to be collected			
	Target	11,971	Data to be collected			
	Meets Target?	Yes	TBD	TBD	TBD	TBD
	Reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.					
	Franklin Retail & Commercial Vacancy Rate	N/A	3.80%	Data to be collected		
	Nashville MSA Retail & Commercial Vacancy Rates	N/A	9.40%	Data to be collected		
	Target	N/A	6.58%	Data to be collected		
	Meets Target?	N/A	Yes	TBD	TBD	TBD

Organizational Chart

There is no organization chart associated with Economic Development. It is supported by personnel within Administration.

Staffing by Position

There are no staff formally associated with Economic Development. It is supported by personnel within Administration.



City of Franklin, Tennessee
FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Economic Development / Tourism	25,380	25,000	25,000	25,000	25,000	-	0.0%
Greater Nashville Regional Council	13,122	-	13,919	13,919	14,197	278	2.0%
Nashville Area Chamber of Commerce	-	-	3,000	3,000	3,000	-	0.0%
Nashville Area MPO	7,811	7,811	7,811	7,811	7,811	-	0.0%
Special Event Grant Expenditures	-	-	-	-	-	-	0.0%
Williamson Chamber Econ Dev - Franklin share	-	20,000	20,000	20,000	20,000	-	0.0%
Total Expenditures	46,313	52,811	69,730	69,730	70,008	278	0.4%
Ending Fund Balance	46,313	52,811	69,730	69,730	70,008	278	0.4%



City of Franklin, Tennessee

FY 2016 Operating Budget

Community Development Block Grant Fund

Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Fund Balance	(6,582)	23,545	23,717	23,717	21,513	(2,204)	-9.29%
Revenues	192,586	198,920	264,754	210,473	274,806	10,052	3.80%
Expenditures	162,459	198,748	264,629	212,677	274,706	10,077	3.81%
Ending Balance	23,545	23,717	23,842	21,513	21,613	-2,229	-9.35%

Fund Summary

The Community Development Block Grant is funded by the Department of Housing and Urban Development based on an annual formula provided by HUD. Under the formula guideline the City receives about Two-Hundred and Fifty Thousand Dollars annually (\$250,000). To date the City of Franklin has received approximately Two-Million Dollars (\$2,000,000) which has been used for emergency rehabilitation of about 62 homes within the City of Franklin for our elderly and low income residents, furthering Fair Housing education, new construction of single family homes within the Hard Bargain and Natchez neighborhoods and administrating homeless assistance on an as-needed basis.

The City continues to build strong relationships within the community and with the existing non-profits.

Fund Goals

Acting within the HUD guidelines the City prepares an Annual Action Plan and a Consolidated Annual Performance Evaluation Report that reflect the goals of the coming year and the completion of projects from the previous fiscal year. These plans are presented in public meetings for review and comment by the public and ultimately presented and approved by the Board of Mayor and Alderman.

Using the CDBG funds the City will continue to further our partnership with the development community and non-profits toward providing improvement within our community for a variety of different needs. These may include concentrated rehabilitation of homes, new construction, neighborhood signs and land acquisition for the purpose of building affordable single family homes.



City of Franklin, Tennessee **FY 2016 Operating Budget**

Organizational Chart

There is no organization chart associated with the Community Development Block Grant Fund. It is supervised by personnel in the Building & Neighborhood Services Department.

Staffing by Position

There are no staff formally budgeted within the CDBG Fund. Operations of the fund are maintained by the City's Housing Development Coordinator. That position is budgeted within the Building and Neighborhood Services department.



City of Franklin, Tennessee
FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Beginning Fund Balance	(6,582)	23,545	23,717	23,717	21,513	(2,204)	-9.3%
Revenues							
CDBG GRANT (FEDERAL)	192,385	198,747	264,629	210,389	274,706	10,077	3.8%
INTEREST INCOME	201	173	125	84	100	(25)	-20.0%
CONTRIBUTIONS - OTHERS	-	-	-	-	-	-	0.0%
Total Available Funds	192,586	198,920	264,754	210,473	274,806	10,052	3.8%
Expenses (Operations)							
MAILING & OUTBOUND SHIPPING SERVIC	-	-	175	-	175	-	0.0%
PRINTING & COPYING SERVICES, OUTSOU	-	-	250	-	250	-	0.0%
LEGAL NOTICES	-	34	200	-	75	(125)	-62.5%
CONSULTANT SERVICES	24,794	36,149	25,000	40,000	25,000	-	0.0%
OTHER CONTRACTUAL SERVICES	137,665	74,223	187,504	50,339	97,706	(89,798)	-47.9%
BUILDING REPAIR & MAINTENANCE SERV	-	65,901	50,000	94,878	150,000	100,000	200.0%
TRAINING, OUTSIDE	-	-	1,500	-	1,500	-	0.0%
GRANT PROGRAMS	-	22,441	-	27,460	-	-	0.0%
Total Expenditures	162,459	198,748	264,629	212,677	274,706	10,077	3.8%
Ending Fund Balance	23,545	23,717	23,842	21,513	21,613	(2,229)	-9.3%



City of Franklin

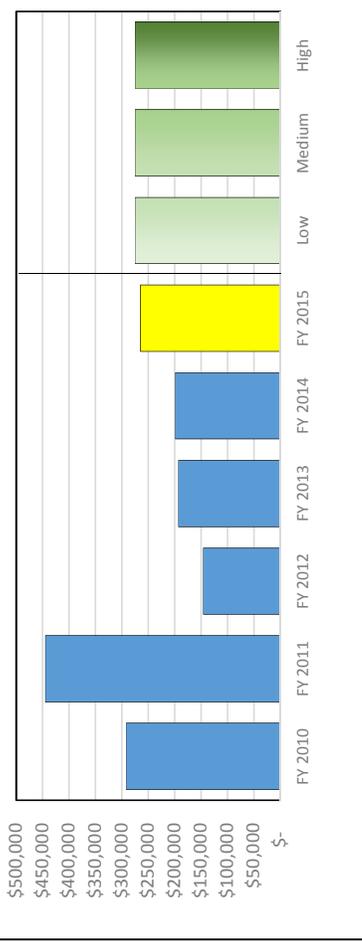
Revenue Model

Fund: Community Development Block Grant Fund

Percent of All Revenues 0.2%

CDBG Fund: The Community Development Block Grant is funded by the Department of Housing and Urban Development based on an annual formula provided by HUD. Under the formula guideline the City receives about Two-Hundred and Fifty Thousand Dollars annually (\$250,000). To date the City of Franklin has received approximately Two-Million Dollars (\$2,000,000) which has been used for emergency rehabilitation of about 62 homes within the City of Franklin for our elderly and low income residents, furthering Fair Housing education, new construction of single family homes within the Hard Bargain and Natchez neighborhoods and administering homeless assistance on an as-needed basis.

CDBG Fund - FY 2010-2016



	Actual			Budget FY 2015	Forecast (FY 2016)			Averages
	FY 2010	FY 2011	FY 2012		FY 2013	FY 2014	Low	
CDBG GRANT (FEDERAL)	291,403	444,634	141,492	264,629	198,747	274,706	274,706	274,706
FEDERAL ARRA # 3	0	0	0	0	0	-	-	\$ 179,025
INTEREST INCOME	8	117	709	125	173	100	100	16.0%
CONTRIBUTIONS - OTHERS	10	0	3,369	0	0	-	-	5-Yr Average
Totals	\$ 291,421	\$ 444,751	\$ 145,570	\$ 264,754	\$ 198,920	\$ 274,806	\$ 274,806	\$ 274,806
								0.8%

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2016 Operating Budget

PUBLIC WORKS

The Public Works operating unit is responsible for the maintenance, repair and upkeep of the City's intermodal transportation infrastructure and vehicle and equipment fleet.

Under this operating unit are:

- **Streets Department - Maintenance Division**
- **Streets Department - Traffic Division**
- **Streets Department - Fleet Maintenance Division**
- **Stormwater Fund - Streets & Engineering Departments**
- **Street Aid & Transportation Fund**
- **Road Impact Fund**



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Streets - Maintenance

Joe York, Director

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	2,010,802	2,008,453	2,227,507	1,933,282	2,300,778	73,271	3.3%
Operations	1,397,504	1,351,473	1,636,500	1,474,324	1,611,722	-24,778	-1.5%
Capital	0	0	0	0	0	-	0.0%
Total	3,408,306	3,359,926	3,864,007	3,407,606	3,912,500	48,493	1.3%

Departmental Summary

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

The Street Maintenance Division currently maintains 312 miles of roadway and a portion of designated medians including, Downtown Franklin, Streetscape, Public Works facility and landscaping along the right-of-way of Mack Hatcher Pkwy from Murfreesboro Road to Franklin Road.

Compost & Salt Storage Facilities

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 2012-2013, a salt brine storage facility was constructed @ Incinerator road with the ability to store 13,000 gallon of salt brine solution. Since it inception we have applied over 40,000 gallon of solution to City Streets. We are proposing to install a new 6,000 gallon storage Tank at our Liberty Park Facility. This location is ideal for quick access and refill by the units applying Brine in the Coolsprings area.

Infrared Patch Truck

An infrared patch truck was purchased, and delivered in 2012. Since implementation of this new patch method in Jan. 2012, the cost savings as compared to conventional asphalt patch methods has more than offset the purchase price of the truck.

Infrared Patchwork Completed:

9,396.00 sq. yards of patching has been completed utilizing the new patch method.

Total Green Savings:

Fiscal Year 2013 Street dept. realized a cost savings of \$124,145.79. Infrared technology vs Conventional patching methods.

Salt Brine

Pre-event calculated costs for standard salt spreading method are approx. \$7.50 per lane mile.

Pre-event calculated costs for salt brine method are approx. \$1.70 per lane mile. Post-event calculations could double the amount for both methods.



City of Franklin, Tennessee

FY 2016 Operating Budget

Streets - Maintenance

Joe York, Director

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**.

This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

All themes applicable; none specified.

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015	2016
Accepted Roadways Maintained (Centerline Miles)	N/A	N/A	N/A	304	304
Total Miles of Sidewalks Maintained	N/A	N/A	N/A	N/A	N/A
Catch Basins/Gutters Maintained	N/A	N/A	N/A	13,641	13,641
Stormwater Channels Maintained (Linear ft.)	N/A	N/A	N/A	183,091	183,091
Gravity Mains Maintained	N/A	N/A	N/A	12,384	12,384
Curbs & Gutters Maintained	N/A	N/A	N/A	N/A	N/A
Crosswalks Painted	N/A	N/A	N/A	1,240	1,240
Centerlines Painted	N/A	N/A	N/A	22,200	22,200
Number of Streets Repaired	N/A	N/A	N/A	37	37
Number of Potholes Repaired	N/A	N/A	N/A	407	407
Number of Citizen Concerns Received	N/A	N/A	N/A	532	532
Major Weather Events					
Amount of Salt Used (ton)	N/A	N/A	N/A	450	500
Amount of Brine Used (gallon)	N/A	N/A	N/A	32,000	32,000
Cost ot pave streets	\$ 1,650,000	\$ 1,650,000	\$ 2,052,000	\$ 2,157,252	\$ 3,079,567
Cost to repair sidewalks	\$ 100,000	\$ 100,000	\$ 125,000	\$ 247,200	\$ 254,615
Cost of Curb & Gutter	\$ -	\$ 10,000	\$ 10,000	\$ 10,600	\$ 10,900
Leaf Vaccum Season (cubic yds)	5,800	7,500	7,955	9,048	10,350

Efficiency Measures

	2012	2013	2014	2015	2016
Avg. Cost to Repair Streets (Sq.Yd.)	N/A	N/A	\$ 62.08	\$ 62.12	\$ 62.12



City of Franklin, Tennessee
FY 2016 Operating Budget

Streets - Maintenance

Joe York, Director

Performance Measures

	Avg. Cost to Repair Sidewalks (Sq. Ft.)	N/A	N/A	\$ 11.96	\$ 11.96	\$ 11.96
	Avg. Cost to Repair Catch Basins/Gutters	N/A	N/A	N/A	N/A	N/A

Outcome (Effectiveness) Measures

		2012	2013	2014	2015	2016
	Response Time					
	- From Receipt to Investigation to Notification	N/A	N/A	N/A	24 hrs	24 hrs
	- From Notification to Resolution	N/A	N/A	N/A	72 hrs	72 hrs

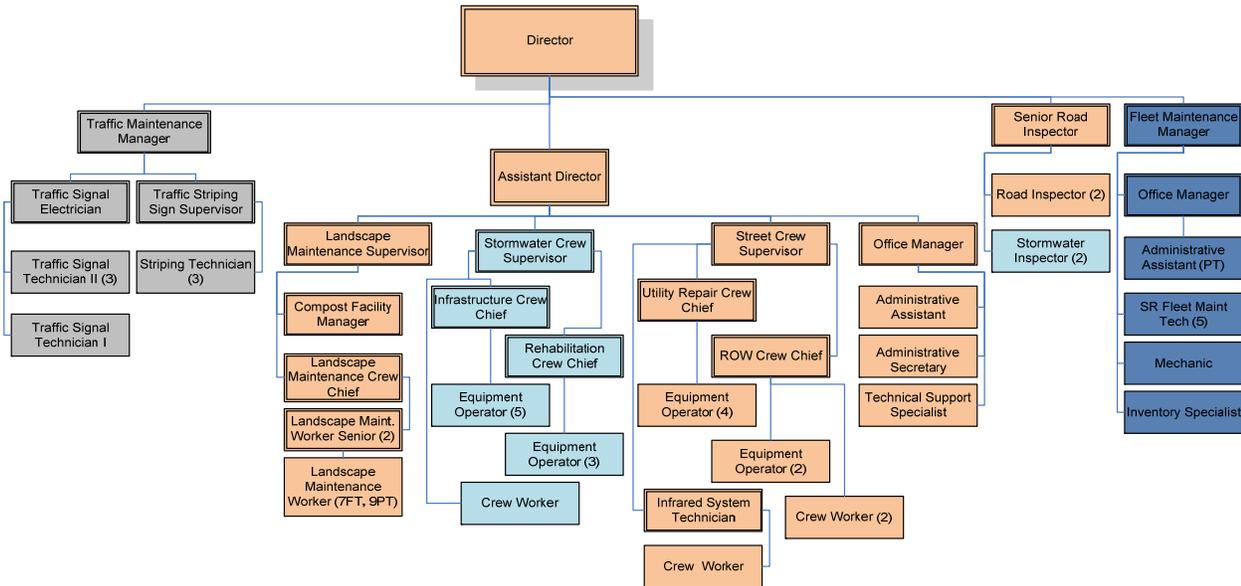


City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart

The organization chart below shows the entire Streets Department.



Streets - Maintenance Personnel are shown in Peach

Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee

FY 2016 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Street Director	Grade K	1	0	1	0	1	0	1	0	1	0
Assistant Director	Grade J	1	0	1	0	1	0	1	0	1	0
Senior Road Inspector	Grade G	1	0	1	0	1	0	1	0	1	0
Landscape Maint. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Road Inspector	Grade F	2	0	2	0	2	0	2	0	2	0
Office Manager	Grade F	0	0	1	0	1	0	1	0	1	0
Sr. Fleet Maint. Tech.	Grade F	1	0	1	0	1	0	0	0	0	0
Compost Facility Manager	Grade E	0	0	0	0	1	0	1	0	1	0
Technical Support Specialist	Grade E	0	0	0	0	1	0	1	0	1	0
Street Crew Supervisor	Grade E	2	0	2	0	2	0	1	0	1	0
Crew Chief	TBD	0	0	0	0	0	0	2	0	2	0
Infrared System Technician	Grade E	0	0	0	0	1	0	1	0	1	0
Landscape Maint. Crew Chief	Grade E	0	0	0	0	1	0	1	0	1	0
Administrative Assistant	Grade D	2	0	1	0	1	0	1	0	1	0
Heavy Equipment Operator	---	3	0	3	0	0	0	0	0	0	0
Sr. Equipment Operator	---	5	0	5	0	0	0	0	0	0	0
Equipment Operator	Grade D	1	0	1	0	8	0	6	0	6	0
Landscape Maint. Worker Sr.	Grade C	3	0	3	0	2	0	2	0	2	0
Administrative Secretary	Grade B	1	1	1	1	1	0	1	0	1	0
Landscape Maint. Worker	Grade B	4	5	4	5	4	7	7	9	7	9
Crew Worker	Grade B	3	0	3	0	3	0	3	0	3	0
Totals		31	6	31	6	33	7	34	9	34	9



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	1,372,369	1,353,927	1,597,817	1,442,536	1,627,108	29,291	1.8%
Employee Benefits	638,433	654,526	629,690	490,746	673,670	43,980	7.0%
Total Personnel	2,010,802	2,008,453	2,227,507	1,933,282	2,300,778	73,271	3.3%
Operations							
Transportation Services	367	433	727	578	808	81	11.1%
Operating Services	8,071	2,113	4,614	6,100	7,586	2,972	64.4%
Notices, Subscriptions, etc.	2,031	2,162	2,583	2,925	3,444	861	33.3%
Utilities	875,525	878,598	882,610	876,100	879,850	(2,760)	-0.3%
Contractual Services	4,735	3,044	4,500	4,100	4,835	335	0.0%
Repair & Maintenance Services	73,292	38,386	57,930	28,299	54,650	(3,280)	-5.7%
Employee programs	7,067	7,898	11,516	9,850	10,380	(1,136)	-9.9%
Professional Development/Travel	6,232	6,103	14,375	5,775	13,500	(875)	-6.1%
Office Supplies	9,635	6,783	9,582	9,800	9,860	278	2.9%
Operating Supplies	40,657	22,945	38,615	41,745	40,180	1,565	4.1%
Fuel & Mileage	71,500	75,353	100,600	80,000	86,000	(14,600)	-14.5%
Machinery & Equipment (<\$25,000)	49,539	52,894	134,468	93,600	93,160	(41,308)	-30.7%
Repair & Maintenance Supplies	183,252	167,638	183,916	165,604	208,000	24,084	13.1%
Operational Units	12,094	-	1,000	1,000	1,030	30	3.0%
Property & Liability Costs	59,032	61,074	59,920	54,295	59,725	(195)	-0.3%
Rentals	720	742	4,860	740	4,960	100	2.1%
Permits	129	22	3,125	3,125	3,130	5	0.0%
Debt Service and Lease Payments	(6,374)	25,285	121,559	90,688	130,624	9,065	7.5%
Total Operations	1,397,504	1,351,473	1,636,500	1,474,324	1,611,722	(24,778)	-1.5%
Capital	-	-	-	-	-	-	0.0%
Total Streets - Maintenance	3,408,306	3,359,926	3,864,007	3,407,606	3,912,500	48,493	1.3%



City of Franklin, Tennessee

FY 2016 Operating Budget

Streets - Traffic Division

Joe York, Director

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	552,940	690,087	695,275	702,541	692,337	-2,938	-0.4%
Operations	238,055	513,404	495,423	469,890	564,459	69,036	13.9%
Capital	47,236	235,315	42,500	26,000	0	(42,500)	-100.0%
Total	838,231	1,438,806	1,233,198	1,198,431	1,256,796	23,598	1.9%

Department Summary

The Street Department, Traffic Division currently maintains 108 signalized intersections within the City of Franklin. All signal heads are equipped with LED lenses.

Traffic Division personnel are responsible for maintenance of all downtown decorative street lights, City school flashers, high mast interstate lighting located within the City limits 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. Seasonal downtown decorative banners are produced bi-annually.

Department Outlook

We began a pilot program changing out non-incandescent lighting within the downtown area to Light Emitting Diode. Currently, the Traffic Division has converted 93% of Downtown street lights to LED lighting. Grant monies have been applied for (on-going). Recently we completed a program that upfitted all 4th Ave Parking Garage lighting to LED.

GPS and reflectivity activities have been performed on City wide signage, including street names, advanced warning, directional, stop, yield etc. For asset management purposes, all signal data was gathered and entered into the Hansen data base system. This process was completed over the course of several months by physically inspecting, counting and taking GPS points for each signal component. The components include signal poles, traffic signal heads, pedestrian poles and heads, signal control boxes with controllers and monitors,



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

TBD

Key: Strategic Plan: FranklinForward	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015*	2016*
Street Signs Created			1,228	608	608
Street Signs Replaced				608	608
Type of Sign Created					
Stop Signs	83	175	109	162	162
Speed Limit Signs	32	40	61	91	91
Street Name Signs	192	260	194	111	111
Parking Signs	17	30	35	49	49
Yield Signs	11	30	19	14	14
Warning Signs	N/A	90	94	102	102
Road Construction	N/A	60	52	51	51
No U-Turn Signs	N/A	40	N/A	N/A	N/A
All Way Stop Placards	N/A	75	86	N/A	N/A
Way Finding Signs	3	3	N/A	N/A	N/A
Signs for Other Depts	140	325	261	224	224
Downtown Banners	100	100	20	91	91

Efficiency Measures

	2012	2013	2014	2015*	2016*
Cost/Sign Created					
Stop Signs	\$ 43	\$ 43	\$ 43	43	43
Speed Limit Signs	\$ 27	\$ 27	\$ 27	27	27
Street Name Signs	\$ 22	\$ 22	\$ 22	22	22
Parking Signs	\$ 10	\$ 10	\$ 10	10	10



City of Franklin, Tennessee
FY 2016 Operating Budget

Performance Measures

Yield Signs	\$ 41	\$ 41	\$ 41	41	41
Warning Signs	N/A	\$ 29	\$ 29	29	29
Road Construction	N/A	\$ 35	\$ 35	35	35
No U-Turn Signs	N/A	\$ 30	N/A	N/A	N/A
All Way Stop Placards	N/A	\$ 6.50	\$ 6.50	N/A	N/A
Way Finding Signs	\$ 1,200	\$ 1,200	N/A	N/A	N/A
Signs for Other Depts	\$ 20	\$ 20	\$ 20	23	23
Downtown Banners	\$ 17	\$ 17	\$ 10	18	18

Outcome (Effectiveness) Measures

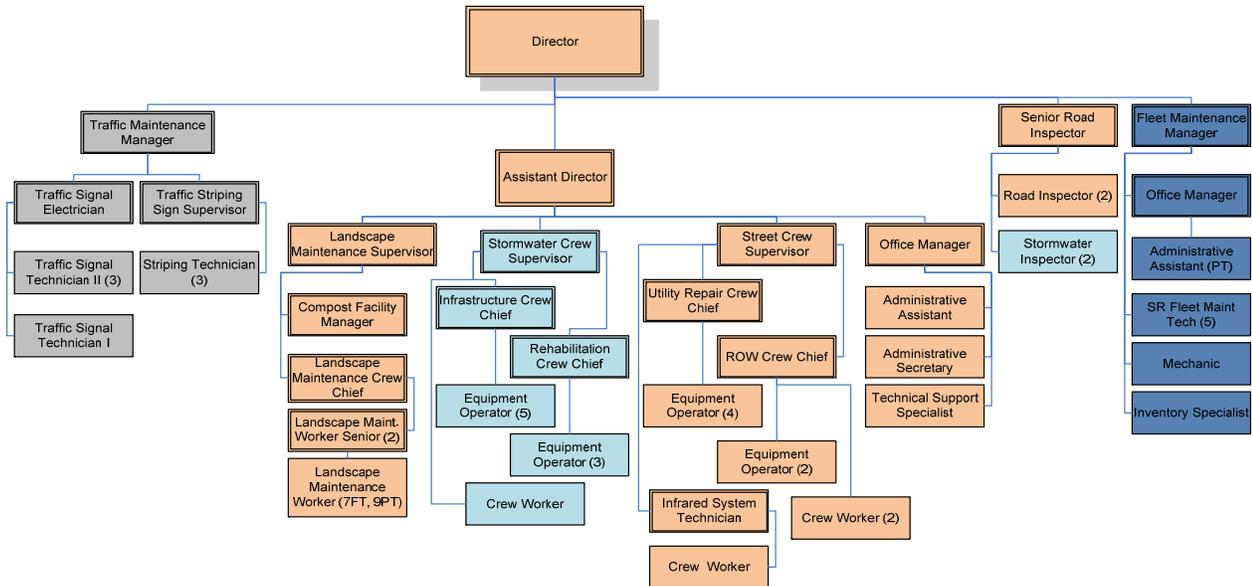
	2012	2013	2014	2015*	2016*
TBD					



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart



Streets - Traffic Personnel are shaded in gray.

Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Maint. Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Traffic Sign/Maint. Electrician	Grade F	1	0	1	0	1	0	1	0	1	0
Traffic Strip./Sign. Prod. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Traffic Signal Technician II	Grade F	0	0	0	0	3	0	3	0	3	0
Sign Specialist	TBD	0	0	0	0	0	0	0	0	0	0
Traffic Signal Technician I	Grade E	0	0	0	0	1	0	1	0	1	0
Striping Technician	Grade D	3	0	4	0	3	0	3	0	3	0
Asst. Striping Technician	---	2	0	2	0	0	0	0	0	0	0
Totals		8	0	9	0	10	0	10	0	10	0



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	\$	%
Personnel							
Salaries & Wages	371,358	455,101	473,880	495,590	468,008	(5,872)	-1.2%
Employee Benefits	181,582	234,986	221,395	206,951	224,329	2,934	1.3%
Total Personnel	552,940	690,087	695,275	702,541	692,337	(2,938)	-0.4%
Operations							
Transportation Services	868	279	500	135	500	-	0.0%
Operating Services	224	46	550	350	550	-	0.0%
Notices, Subscriptions, etc.	789	619	825	785	850	25	3.0%
Utilities	57,159	64,220	59,375	59,325	61,000	1,625	2.7%
Repair & Maintenance Services	12,969	45,716	28,130	27,410	33,325	5,195	18.5%
Employee programs	1,364	375	3,280	3,500	3,750	470	14.3%
Professional Development/Travel	4,185	3,589	8,400	5,100	8,500	100	1.2%
Office Supplies	1,279	1,105	1,450	1,650	1,750	300	20.7%
Operating Supplies	8,674	9,437	12,850	8,250	12,930	80	0.6%
Fuel & Mileage	17,234	13,470	17,546	17,000	15,791	(1,755)	-10.0%
Machinery & Equipment (<\$25,000)	13,482	27,545	86,300	83,148	95,298	8,998	10.4%
Repair & Maintenance Supplies	72,533	301,621	184,845	179,035	232,900	48,055	26.0%
Property & Liability Costs	47,100	43,672	45,425	43,597	45,012	(413)	-0.9%
Rentals	-	1,152	500	500	550	50	10.0%
Permits	195	-	150	100	150	-	0.0%
Debt Service and Lease Payments	-	558	45,297	40,005	51,603	6,306	13.9%
Total Operations	238,055	513,404	495,423	469,890	564,459	69,036	13.9%
Capital	47,236	235,315	42,500	26,000	-	(42,500)	0.0%
Total Streets - Traffic	838,231	1,438,806	1,233,198	1,198,431	1,256,796	23,598	1.9%



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee
FY 2016 Operating Budget

Streets - Fleet Maintenance

Joe York, Director

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	452,621	505,907	623,323	538,657	624,995	1,672	0.3%
Operations	143,827	268,009	204,290	316,109	413,143	208,853	102.2%
Capital	0	0	0	0	0	0	0.0%
Total	596,448	773,916	827,613	854,766	1,038,138	210,525	25.4%

Departmental Summary

The Fleet Maintenance Division consists of eight (8) full time employees and one (1) part-time employee. This division provides mechanical services for all 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.

Department Outlook

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.

Working with departments to help them obtain the correct vehicles and equipment for their staff to preform their jobs more efficiently.



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

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FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City



Franklin will be a model for environmental quality and a sustainable city.

Goal: To reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015.

Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)

Key: Strategic Plan: FranklinForward	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2012	2013	2014	2015	2016*
Percent Outsourced	14%	13%	22%	18%	16%
Percent of Service Calls	6%	7%	8%	8%	8%
Total Number of Repairs	1,079	1,264	1,362	1,650	1900
Fleet Size					
Cars/Passenger Vehicles	n/a	n/a	n/a	204	190
Light Trucks	n/a	n/a	n/a	135	130
Heavy Trucks	n/a	n/a	n/a	125	120
Cost of Repairs Performed by Fleet Maintenance					
Administration	\$ 660	\$ 57	\$ 254	\$ 405	\$ 600
City Hall Maintenance	\$ -	\$ -	\$ 48	\$ 300	\$ 300
Building & Neighborhood Services	\$ 5,299	\$ 6,048	\$ 3,927	\$ 5,200	\$ 4,000
Engineering	\$ 920	\$ 125	\$ 391	\$ 625	\$ 800
Fire	\$ 80,804	\$ 84,926	\$ 141,287	\$ 165,000	\$ 180,000
Human Resources	\$ -	\$ 268	\$ 1,802	\$ 1,800	\$ 1,000
IT	\$ 290	\$ 1,195	\$ 642	\$ 650	\$ 650
Parks	\$ 21,084	\$ 9,517	\$ 12,373	\$ 15,500	\$ 20,000
Planning	\$ 534	\$ 118	\$ -	\$ 1,800	\$ 1,500
Police	\$ 137,436	\$ 93,776	\$ 77,217	\$ 125,000	\$ 175,000



City of Franklin, Tennessee

FY 2016 Operating Budget

Performance Measures

Sanitation & Environmental Services	\$ 244,967	\$ 203,853	\$ 185,528	\$ 200,000	\$ 200,000
Street Department	N/A	N/A	N/A	\$ 85,000	\$ 85,000
Water	\$ 28,606	\$ 45,307	\$ 58,294	\$ 47,000	\$ 50,000
Total	\$ 522,900	\$ 445,190	\$ 481,763	\$ 648,280	\$ 718,850

Efficiency Measures

	2012	2013	2014	2015	2016*
TBD					

Outcome (Effectiveness) Measures

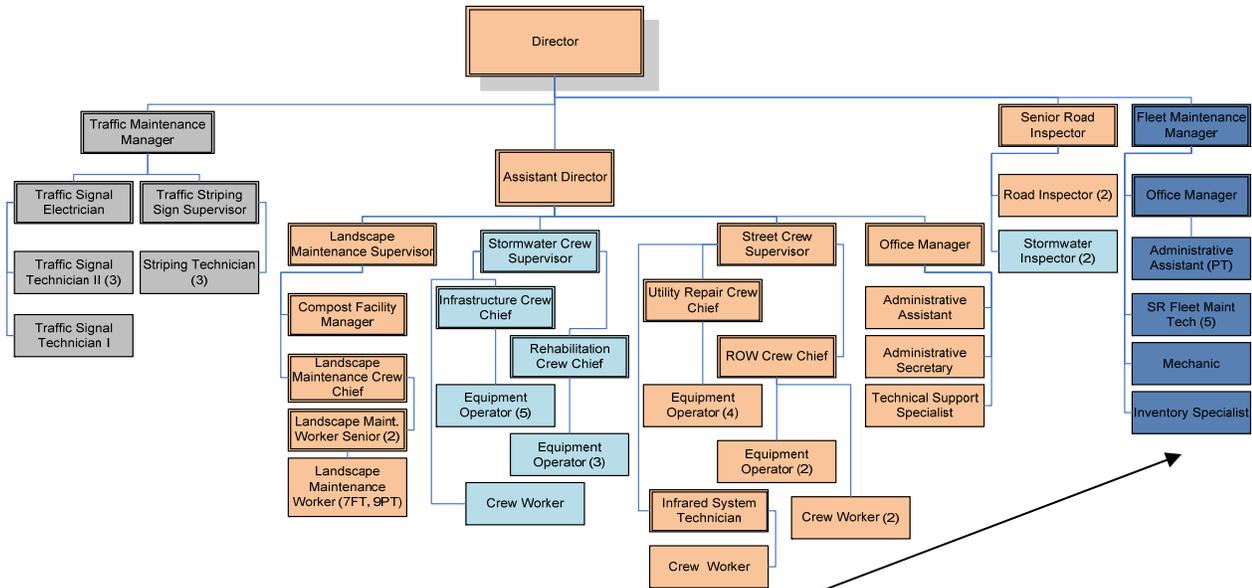
	2012	2013	2014	2015	2016*
Reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015. <i>(Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department))</i>	N/A	5.60	TBD	TBD	TBD
Target (in gallons per vehicle / total pop.)	N/A	5.60	5.32	5.04	4.788
Meets Target?	N/A	No	TBD	TBD	TBD



City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart



Fleet Personnel are shaded in dark blue.

Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Fleet Maintenance Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Sr. Fleet Maint. Tech.	Grade F	2	0	3	0	4	0	5	0	5	0
Office Manager	Grade F	0	0	0	0	1	0	1	0	1	0
Mechanic	Grade E	2	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	1	1	1	1	0	1	0	1	0	1
Inventory Specialist	Grade D	1	0	1	0	1	0	1	0	1	0
Prevent. Maint. PM Tech.	TBD	1	0	1	0	0	0	0	0	0	0
Totals		8	1	8	1	8	1	9	1	9	1



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	316,713	354,875	456,809	416,218	448,095	(8,714)	-1.9%
Employee Benefits	135,908	151,032	166,514	122,439	176,900	10,386	6.2%
Total Personnel	452,621	505,907	623,323	538,657	624,995	1,672	0.3%
Operations							
Transportation Services	12,593	12,268	11,025	6,166	6,526	(4,499)	-40.8%
Operating Services	4,228	1,496	2,660	2,350	3,494	834	31.4%
Notices, Subscriptions, etc.	787	806	1,200	1,200	1,236	36	3.0%
Utilities	17,553	19,059	2,900	7,092	29,287	26,387	909.9%
Contractual Services	6,038	2,572	7,500	160	500	(7,000)	-93.3%
Repair & Maintenance Services	343,560	476,866	340,000	489,886	485,000	145,000	42.6%
Employee programs	2,793	2,633	10,000	4,102	10,000	-	0.0%
Professional Development/Travel	5,001	6,422	10,000	4,488	10,251	251	2.5%
Office Supplies	1,728	2,802	4,710	4,564	4,851	141	3.0%
Operating Supplies	12,720	11,127	15,750	16,522	17,527	1,777	11.3%
Fuel & Mileage	4,238	5,189	6,000	3,000	5,400	(600)	-10.0%
Machinery & Equipment (<\$121,000)	21,454	47,471	29,500	32,554	37,650	8,150	27.6%
Repair & Maintenance Supplies	(295,147)	(328,795)	(347,790)	(353,856)	(309,046)	38,744	-11.1%
Property & Liability Costs	3,063	3,376	3,793	4,808	4,912	1,119	29.5%
Rentals	2,586	1,987	2,500	350	1,500	(1,000)	-40.0%
Permits	22	-	-	-	-	-	0.0%
Other Business Expenses	610	1,430	-	-	-	-	0.0%
Debt Service and Lease Payments	-	1,300	104,542	92,723	104,055	(487)	-0.5%
Total Operations	143,827	268,009	204,290	316,109	413,143	208,853	102.2%
Capital	-	-	-	-	-	-	0.0%
Total Streets - Maintenance	596,448	773,916	827,613	854,766	1,038,138	210,525	25.4%

Notes & Objectives

OPERATIONS:

82610 Vehicle Repair & Maintenance Services – This account will increase by 10% due to our aging fleet. We have a desperate need for replacements of over 30 police cruisers. All of these vehicles are aging (between 9-13 years old) with well over 100,000 miles on them. They require \$2,500-\$5,000 annually to keep them running. We must develop a life-cycle program of 5-7 years max on patrol vehicles to realize a cost savings and residual value that is left in these vehicles. The department will also look into a refurbish program for the Fire Department trucks that are 8-10 years old, thus reducing future repairs.

83620 Equipment Parts & Supplies – This account will increase by 50% due to replacement components by Fleet Maintenance in house of aging vehicles and trucks. We have depleted the 2015 budget by February.



City of Franklin, Tennessee FY 2016 Operating Budget

Budget

OPERATIONS:

83660 Building Maintenance - This account has been raised in order to offset some of the potential needs that will occur in the next few years with this building. Expenses should diminish yearly after next year.

89530 Machinery & Equipment (>\$25,000) – There are still a few items that are needed for the new shop for the tech's to better serve our customers. A transmission jack is needed for large and mid sized trucks and equipment. (1 Steril Koni trans and rear-end lift for fire and class 4-8 trucks \$8,000)



City of Franklin, Tennessee

FY 2016 Operating Budget

Stormwater

Joe York, Director

Budget Summary

Beginning Fund Balance	5,858,322	5,570,475	5,421,813	5,421,813	5,927,678	505,865	9.33%
Revenues	2,383,896	2,340,963	2,408,840	2,504,485	2,482,500	73,660	3.06%
	2013 Actual	2014 Actual	2015 Budget Estimated		2016 Budget	2015 v. 2016 \$ %	
Personnel	947,727	993,415	1,005,924	992,610	1,178,031	172,107	17.1%
Operations	614,311	969,342	777,888	668,209	1,080,277	302,389	38.9%
Capital	1,109,705	526,868	3,018,627	337,801	2,846,000	(172,627)	-5.7%
Expenditures	2,671,743	2,489,625	4,802,439	1,998,620	5,104,308	301,869	6.3%
Ending Balance	5,570,475	5,421,813	3,028,214	5,927,678	3,305,870	277,656	9.17%

Division Summary

	2013 Actual	2014 Actual	2015 Budget Estimated		2016 Budget	2015 v. 2016 \$ %	
Streets	2,627,117	2,444,999	1,793,706	1,584,687	1,636,348	(157,358)	-8.8%
Engineering	44,626	44,626	3,008,733	413,933	3,467,959	459,226	15.3%
Expenditures	2,671,743	2,489,625	4,802,439	1,998,620	5,104,308	301,869	6.3%

Department Summary

The Street Department, Stormwater Division performs routine maintenance procedures, as well as small repairs and upgrades to failing drainage systems. Work activities are performed daily. We spend on average \$125,000 - \$150,000 annually performing routine maintenance throughout local neighborhoods.

A new self-contained storm vacuum will run daily clearing Storm drain inlet structures from debris collected on top of structures, where inlet clogging has occurred.

The Stormwater Division consists of eighteen (18) employees: 1 coordinator; 2 water quality specialist, 2 stormwater inspectors; 1 compliance inspector; 1 supervisor; & 11 maintenance personnel.

In recent years we performed sweeping operations throughout the City with (2) two Street sweepers. Due to the increase of construction activities and additional curb and gutter along Mack Hatcher Parkway and Hillsboro Rd. We will be increasing operations to (3) three sweeping units daily.

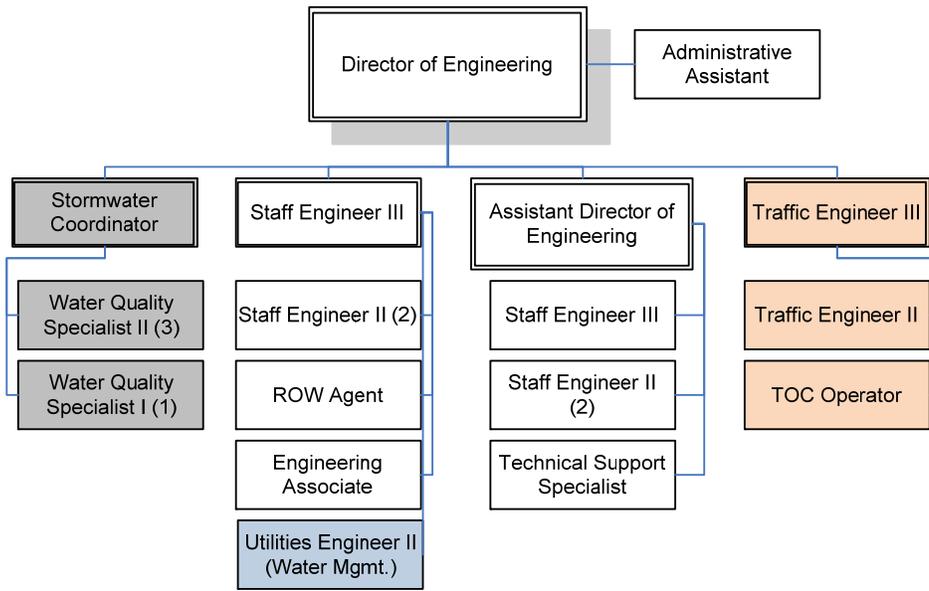


City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart

Engineering Department



Personnel funded through the Stormwater Fund in the Engineering Department are shaded in grey.

Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"

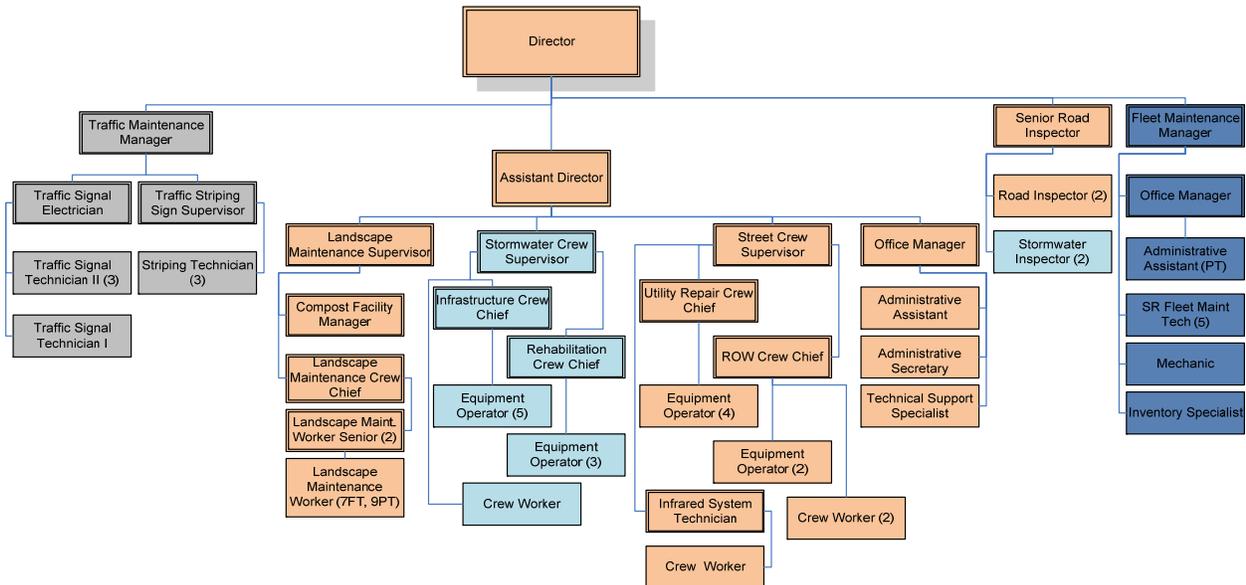


City of Franklin, Tennessee

FY 2016 Operating Budget

Organizational Chart

Streets Department



Personnel funded through the Stormwater Fund in the Streets Department are shaded in light blue.

Note: For detailed counts and authorized positions, please see following page entitled "Staffing by Position"



City of Franklin, Tennessee

FY 2016 Operating Budget

Staffing by Position

Position	Pay Grade	FY 2012		FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T								
Stormwater - Engineering											
Stormwater Coordinator	Grade H	1	0	1	0	1	0	1	0	1	0
Water Quality Specialist II	Grade G	0	0	0	0	1	0	1	0	3	0
Water Quality Specialist I	Grade F	1	0	1	0	1	0	2	0	1	0
Stormwater - Streets											
Stormwater Inspector	Grade F	2	0	2	0	2	0	2	0	2	0
Stormwater Supervisor	Grade E	1	0	1	0	1	0	1	0	1	0
Crew Chief	TBD	0	0	0	0	0	0	2	0	2	0
Heavy Equipment Operator	---	2	0	2	0	0	0	0	0	0	0
Equipment Operator Sr.	---	7	0	7	0	0	0	0	0	0	0
Equipment Operator	Grade D	1	0	1	0	10	0	8	0	8	0
Crew Worker	Grade B	1	0	1	0	1	0	1	0	1	0
Intern	---	0	1	0	1	0	0	0	0	0	0
Totals		16	1	16	1	17	0	18	0	19	0



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	619,507	659,490	693,043	668,608	820,800	127,757	18.4%
Employee Benefits	328,220	333,925	312,881	324,002	357,231	44,350	14.2%
Total Personnel	947,727	993,415	1,005,924	992,610	1,178,031	172,107	17.1%
Operations							
Transportation Services	360	280	750	960	1,239	489	65.2%
Operating Services	633	1,278	1,966	2,736	3,563	1,597	81.2%
Notices, Subscriptions, etc.	6,763	5,579	13,499	13,595	14,013	514	3.8%
Utilities	44,832	47,998	42,028	41,520	47,217	5,189	12.3%
Contractual Services	155,882	404,904	132,278	42,000	130,286	(1,992)	-1.5%
Repair & Maintenance Services	39,114	91,806	51,600	43,251	55,370	3,770	7.3%
Employee programs	4,282	793	5,000	4,920	5,190	190	3.8%
Professional Development/Travel	6,527	7,519	18,588	15,770	31,874	13,286	71.5%
Office Supplies	611	1,082	1,405	1,755	1,920	515	36.7%
Operating Supplies	10,453	10,737	15,375	15,812	17,850	2,475	16.1%
Fuel & Mileage	53,232	56,766	66,000	66,000	74,400	8,400	12.7%
Machinery & Equipment (<\$182,000)	22,339	42,614	27,480	25,900	54,825	27,345	99.5%
Repair & Maintenance Supplies	85,850	99,361	190,610	185,780	196,670	6,060	3.2%
Operational Units	160,842	165,000	180,451	180,451	181,976	1,525	0.8%
Property & Liability Costs	6,142	16,439	16,733	14,449	16,440	(293)	-1.8%
Rentals	128	-	5,000	4,000	5,000	-	0.0%
Permits	4,054	6,474	3,975	4,310	4,990	1,015	25.5%
Financial Fees	2,446	10,712	5,150	5,000	5,300	150	2.9%
Other Business Expenses	-	-	-	-	-	-	0.0%
Debt Service and Lease Payments	9,821	-	-	-	232,154	232,154	0.0%
Total Operations	614,311	969,342	777,888	668,209	1,080,277	302,389	38.9%
Capital	1,109,705	526,868	3,018,627	337,801	2,846,000	(172,627)	0.0%
Total Stormwater Fund	2,671,743	2,489,625	4,802,439	1,998,620	5,104,308	301,869	6.3%



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	594,355	634,338	546,413	512,585	560,102	13,689	2.5%
Employee Benefits	308,746	314,451	268,266	275,330	282,058	13,792	5.1%
Total Personnel	903,101	948,789	814,679	787,915	842,160	27,481	3.4%
Operations							
Transportation Services	360	280	550	400	639	89	16.2%
Operating Services	633	1,278	765	1,400	1,893	1,128	147.5%
Notices, Subscriptions, etc.	6,763	5,579	469	565	983	514	109.6%
Utilities	44,832	47,998	39,588	39,320	43,337	3,749	9.5%
Contractual Services	155,882	404,904	5,278	5,000	5,286	8	0.2%
Repair & Maintenance Services	39,114	91,806	51,000	42,651	54,770	3,770	7.4%
Employee programs	4,282	793	4,800	4,720	4,940	140	2.9%
Professional Development/Travel	6,527	7,519	7,050	7,050	13,365	6,315	89.6%
Office Supplies	611	1,082	455	805	860	405	89.0%
Operating Supplies	10,453	10,737	14,500	14,500	15,085	585	4.0%
Fuel & Mileage	53,232	56,766	60,000	60,000	67,800	7,800	13.0%
Machinery & Equipment (<\$182,000)	22,339	42,614	23,480	21,180	35,015	11,535	49.1%
Repair & Maintenance Supplies	85,850	99,361	187,460	182,630	193,320	5,860	3.1%
Operational Units	160,842	165,000	148,607	180,451	181,976	33,369	22.5%
Property & Liability Costs	6,142	16,439	16,733	14,449	16,440	(293)	-1.8%
Rentals	128	-	5,000	4,000	5,000	-	0.0%
Permits	4,054	6,474	515	850	1,530	1,015	197.1%
Financial Fees	2,446	10,712	5,150	5,000	5,300	150	2.9%
Other Business Expenses	-	-	-	-	-	-	#DIV/0!
Debt Service and Lease Payments	9,821	-	-	-	146,649	146,649	#DIV/0!
Total Operations	614,311	969,342	571,400	584,971	794,188	222,788	39.0%
Capital	1,109,705	526,868	407,627	211,801	-	(407,627)	0.0%
Total Stormwater - Streets	2,627,117	2,444,999	1,793,706	1,584,687	1,636,348	(157,358)	-8.8%



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Personnel							
Salaries & Wages	25,152	25,152	146,630	156,023	260,698	114,068	77.8%
Employee Benefits	19,474	19,474	44,615	48,672	75,172	30,557	68.5%
Total Personnel	44,626	44,626	191,245	204,695	335,870	144,625	75.6%
Operations							
Transportation Services	-	-	200	560	600	400	200.0%
Operating Services	-	-	1,201	1,336	1,670	469	39.1%
Notices, Subscriptions, etc.	-	-	13,030	13,030	13,030	-	0.0%
Utilities	-	-	2,440	2,200	3,880	1,440	59.0%
Contractual Services	-	-	127,000	37,000	125,000	(2,000)	-1.6%
Repair & Maintenance Services	-	-	600	600	600	-	0.0%
Employee programs	-	-	200	200	250	50	25.0%
Professional Development/Travel	-	-	11,538	8,720	18,509	6,971	60.4%
Office Supplies	-	-	950	950	1,060	110	11.6%
Operating Supplies	-	-	875	1,312	2,765	1,890	216.0%
Fuel & Mileage	-	-	6,000	6,000	6,600	600	10.0%
Machinery & Equipment (<\$121,000)	-	-	4,000	4,720	19,810	15,810	395.3%
Repair & Maintenance Supplies	-	-	3,150	3,150	3,350	200	6.3%
Operational Units	-	-	31,844	-	-	(31,844)	-100.0%
Permits	-	-	3,460	3,460	3,460	-	0.0%
Debt Service	-	-	-	-	85,505	85,505	#DIV/0!
Total Operations	-	-	206,488	83,238	286,089	79,601	38.5%
Capital	-	-	2,611,000	126,000	2,846,000	235,000	0.0%
Total Stormwater-Engineering	44,626	44,626	3,008,733	413,933	3,467,959	459,226	15.3%



City of Franklin, Tennessee
FY 2016 Operating Budget

Street Aid Fund

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Beginning Fund Balance	16,563	-	295,259	295,259	792,528	497,269	168.42%
Revenues	2,309,493	2,494,155	2,404,452	2,401,721	2,422,209	17,757	0.74%
Expenditures	2,326,056	2,198,896	2,404,452	1,904,452	2,400,000	-4,452	-0.19%
Ending Balance	-	295,259	295,259	792,528	814,737	519,478	175.94%

Fund Summary

The Street Aid & Transportation Fund is 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. As set forth under T.C.A. §54-4-201 to 205, revenues for the fund come from taxes levied against gasoline, diesel and liquefied and natural gas sales. They are distributed to municipalities based upon a formula dependent upon the decennial Federal Census.

Municipalities must account for all funds received and submit annual audits to the State Comptroller's office. All purchases through the fund must comply with state and local procurement laws.

Acceptable expenditures include: street improvements (including design, construction, street scape and administration of capital projects), repair and maintenance of existing streets, sidewalks, right-of-way acquisition, street lights and street signs.

Source: Darden, Ron, "State Street Aid Fund Revenues and Expenditures: On the Road to Understanding (2011)" (2011). MTAS Publications: Technical Bulletins. http://trace.tennessee.edu/utk_mtastech/



City of Franklin, Tennessee **FY 2016 Operating Budget**

Organizational Chart

There is no organization chart associated with the Street Aid & Transportation Fund. It is supervised by personnel in the Streets and Engineering Departments.

Staffing by Position

There are no staff formally associated with the Street Aid & Transportation Fund. It is supervised by personnel in the Streets and Engineering Departments.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Beginning Fund Balance	16,563	-	295,259	295,259	792,528	497,269	168.4%
Revenues							
TOTAL LOCAL TAXES	-	-	500,000	508,038	528,418	28,418	5.7%
GASOLINE TAX (STATE)	1,736,341	1,754,190	1,904,402	1,893,391	1,893,391	(11,011)	-0.6%
INTEREST INCOME	20	-	50	292	400	350	700.0%
TRANSFER FROM GENERAL FUND	573,132	739,965	-	-	-	-	0.0%
Total Available Funds	2,309,493	2,494,155	2,404,452	2,401,721	2,422,209	17,757	0.7%
Expenses (Operations)							
LEGAL SERVICES	1,400	-	-	-	-	-	0.0%
PAVING & REPAIR SERVICES	2,239,738	2,039,548	2,234,502	1,734,502	2,224,952	(9,550)	-0.4%
SIDEWALK REPAIR	73,769	158,260	169,950	169,950	175,048	5,098	3.0%
OTHER OPERATING SUPPLIES	1,087	1,088	-	-	-	-	0.0%
TOTAL INFRASTRUCTURE	10,062	-	-	-	-	-	0.0%
Total Expenditures	2,326,056	2,198,896	2,404,452	1,904,452	2,400,000	(4,452)	-0.2%
Ending Fund Balance	-	295,259	295,259	792,528	814,737	519,478	175.9%

Notes & Objectives

This fund is proposed to be level for FY 2016.



City of Franklin, Tennessee
FY 2016 Operating Budget

Road Impact Fund

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Beginning Fund Balance	(1,240,129)	(854,829)	-	-	-	-	0.00%
Revenues	3,276,075	4,082,685	3,800,000	2,980,603	5,770,361	1,970,361	51.85%
Expenditures	2,890,775	3,227,856	2,980,603	2,980,603	2,739,169	-241,434	-8.10%
Ending Balance	-854,829	0	819,397	0	3,031,192	2,211,795	269.93%

Fund Summary

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. 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. 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 almost \$2.74 million in expenditures, completely in the form of a transfer to the debt service fund.



City of Franklin, Tennessee **FY 2016 Operating Budget**

Organizational Chart

There is no organization chart associated with the Road Impact Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Road Impact Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee
FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Beginning Fund Balance	(1,240,129)	(854,829)	-	-	-		
Revenues							
ROAD IMPACT FEES	3,488,544	4,725,902	3,800,000	3,234,126	5,770,361	1,970,361	51.9%
ROAD IMPACT CREDITS	(182,469)	(704,150)	-	(253,523)	-	-	0.0%
INTEREST INCOME	-	-	-	-	-	-	0.0%
TRANSFER FROM GENERAL FUND	-	60,933	-	-	-	-	0.0%
CONTRIBUTIONS FROM DEVELOPER	(30,000)	-	-	-	-	-	0.0%
Total Available Funds	3,276,075	4,082,685	3,800,000	2,980,603	5,770,361	1,970,361	51.9%
Expenses (Operations)							
LEGAL SERVICES	25,469	-	-	-	-	-	0.0%
TRANSFER TO DEBT SERVICE FUND	2,865,306	3,227,856	2,980,603	2,980,603	2,739,169	(241,434)	-8.1%
Total Expenditures	2,890,775	3,227,856	2,980,603	2,980,603	2,739,169	(241,434)	-8.1%
Ending Fund Balance	(854,829)	-	819,397	-	3,031,192		

Notes & Objectives

Revenues within the Road Impact fund are completely dependent upon the timing of development activity. Expenses shown reflect only amount needed for debt service payments. This budget maybe amended as Fiscal Year 2016 progresses.



Fund:

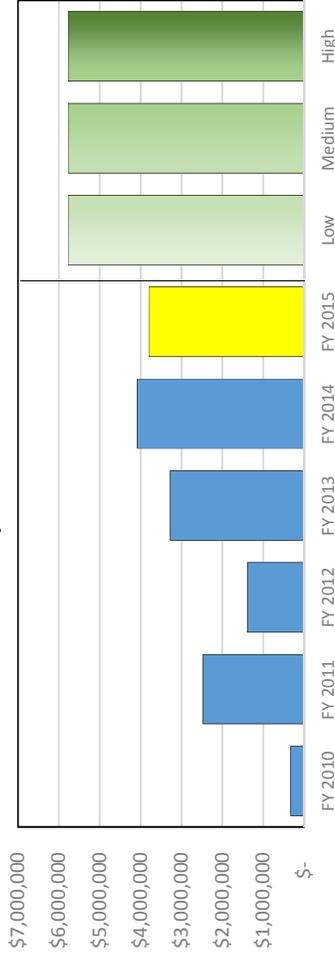
Road Impact

Percent of All Revenues

4.7%

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. 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.

Road Impact Aid - FY 2010-2016



	Actual					Budget	Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014		FY 2015	Low	Medium	High	3-yr Average
ROAD IMPACT FEES	445,819	2,466,846	1,461,757	3,488,544	4,725,902	3,800,000	5,770,361	5,770,361	5,770,361	\$ 2,916,802	10.1%
ROAD IMPACT CREDITS	(116,625)	-	(70,112)	(182,469)	(704,150)	-	-	-	-	\$ 2,309,335	12.9%
INTEREST INCOME	229	-	-	-	-	-	-	-	-		
CONTRIBUTIONS FROM DEVELOPER	-	-	-	(30,000)	60,933	-	-	-	-		
TRANSFER FROM GENERAL FUND	-	-	-	-	-	-	-	-	-		
Totals	\$ 329,423	\$ 2,466,846	\$ 1,391,645	\$ 3,276,075	\$ 4,082,685	\$ 3,800,000	\$ 5,770,361	\$ 5,770,361	\$ 5,770,361		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee
FY 2016 Operating Budget

**OTHER GENERAL FUND
OPERATING EXPENDITURES**

The City of Franklin has several General Fund budgets which do not fit or belong to any particular department. These budgets are included herein.

Under this operating unit are:

- **General Expenses**
- **Appropriations (to outside agencies)**
- **Interfund Transfers**



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee
FY 2016 Operating Budget

General Expenses

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	254,033	-793,092	432,908	192,908	1,210,847	777,939	179.7%
Operations	228,820	587,421	123,000	342,247	244,870	121,870	99.1%
Capital	0	2,400	0	0	0	-	100.0%
Total	482,853	-203,271	555,908	535,155	1,455,717	899,809	161.9%

Department Summary

The General Expenses budget includes all expenditures which are not attributable to one particular department. Among these expenses include general wage increases/merit pay, The City's appropriations for Medical and Dental expenses, the City's dues for the Tennessee Municipal League, the annual audit, fuel hedging and other "shared" software services - such as Granicus and Socrata.

New this fiscal year are allocations for a Citizen's Survey and Departmental Innovation Teams.



City of Franklin, Tennessee **FY 2016 Operating Budget**

Organizational Chart

There is no organization chart associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.

Staffing by Position

There are no staff formally associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	125,000	-	895,339	770,339	616.3%
Employee Benefits	254,033	(793,092)	307,908	192,908	315,508	7,600	2.5%
Total Personnel	254,033	(793,092)	432,908	192,908	1,210,847	777,939	179.7%
Operations							
Notices, Subscriptions, etc.	9,152	26,159	26,000	31,521	33,500	7,500	28.8%
Utilities	16,838	30,221	-	288	-	-	0.0%
Contractual Services	46,910	118,426	109,500	149,748	207,500	98,000	89.5%
Repair & Maintenance Services	52,483	17,763	-	698	-	-	0.0%
Fuel & Mileage	(75,910)	(10,790)	(30,000)	150,000	-	30,000	-100.0%
Machinery & Equipment (<\$25,000)	1,650	-	-	9,992	2,000	2,000	0.0%
Repair & Maintenance Supplies	-	3,501	-	-	-	-	0.0%
Operational Units	175,596	-	-	-	-	-	0.0%
Rentals	176	-	-	-	100	100	0.0%
Permits	425	2,520	-	-	270	270	0.0%
Financial Fees	-	897	-	-	-	-	0.0%
Other Business Expenses	1,500	398,724	17,500	-	1,500	(16,000)	-91.4%
Total Operations	228,820	587,421	123,000	342,247	244,870	121,870	99.1%
Buildings	-	2,400	-	-	-	-	0.0%
Capital	-	2,400	-	-	-	-	100.0%
Total General Expenses	482,853	(203,271)	555,908	535,155	1,455,717	899,809	161.9%



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Appropriations

Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	0	0	0	0	0	0	0.00%
Operations	411,674	429,848	425,986	425,986	440,474	14,488	3.40%
Capital	0	0	0	0	0	-	0.00%
Total	411,674	429,848	425,986	425,986	440,474	14,488	3.40%

Department Goals

The Appropriations budget provides for the allotment of City of Franklin funds to various outside agencies, functions and programs. A select list of definitions is provided below:

ARC: A family-based organization committed to securing opportunities for persons with intellectual, developmental, or other disabilities.

Boys and Girls Club: Provides a safe place for children and teens, tracks unduplicated services, and tracks teens graduating from high school and their transition to attend college.

Bridges: In partnership with the City, responds to domestic violence calls. These efforts assist in reducing the City's costs and required manpower.

Community Child Care: Gives lower income families the opportunity to work or further education, while children receive affordable child care. Tracks test scores of children transitioning from Community Child Care to kindergarten.

Community Housing Partnership: Assists in helping to keep low income and disabled families in their homes through owner occupied rehabilitation and as an aid for emergency housing for the homeless.

Graceworks: Gives assistance with rent, utility bills, food, medications, gasoline vouchers, school supplies, and senior transportation. Graceworks also partners with the American Red Cross for disaster relief, which included the 2010 floods.

J.L. Clay Center: Serves a need in keeping local seniors involved and active.

Mid-Cumberland Homemaker: Provides at-home assistance with household tasks to help clients maintain self-sufficiency.

Mid-Cumberland Ombudsman: Serves as an impartial party advocate who seeks to resolve residents' rights complaints and violations voiced by individuals residing in nursing homes, assisted care living facilities, and homes for the aged.

Mid-Cumberland Meals on Wheels: Provides nutritious home-delivered meals/senior center dining.

Second Harvest: Provides food at a very reduced cost to several agencies that are located in Williamson County.

Waves: Provides daily activities and participation in community life for individuals with disabilities; advocacy



City of Franklin, Tennessee **FY 2016 Operating Budget**

Organizational Chart

There is no organization chart associated with Appropriations. It is supervised by personnel in Administration and the Finance Department.

Staffing by Position

There are no staff formally associated with Appropriations. It is supervised by personnel in Administration and the Finance Department.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Operations							
Contracted Services							
Regional Transit Authority - 91X Bus	6,249	35,786	35,786	35,786	29,707	(6,079)	-17.0%
Franklin Tomorrow	29,610	29,610	29,610	29,610	29,610	-	0.0%
Sister City Program	5,076	5,076	5,076	5,076	5,076	-	0.0%
United Way - Community Needs Asses	-	5,000	-	-	-	-	0.0%
Total Contracted Services	40,935	75,472	70,472	70,472	64,393	(6,079)	-8.6%
Appropriations to Governments							
Health Department	21,150	21,150	21,150	21,150	21,150	-	0.0%
Animal Control	53,690	53,690	53,690	53,690	89,224	35,534	66.2%
Spay/Neuter Program	15,157	21,119	21,507	21,507	-	(21,507)	-100.0%
Library - Books	59,220	59,220	59,220	59,220	59,220	-	0.0%
TN Reha @ Franklin	22,495	22,495	22,495	22,495	22,495	-	0.0%
Franklin Housing Authority	8,460	8,460	8,460	8,460	-	(8,460)	-100.0%
IDB & Health/Education Board	-	-	750	750	750	-	0.0%
Total Appropriations to Gov't	180,172	186,134	187,272	187,272	192,839	5,567	3.0%
Appropriations to Civic Org.							
ARC	4,230	4,230	4,230	4,230	4,230	-	0.0%
Boys & Girls Club	15,228	15,228	15,228	15,228	15,228	-	0.0%
Bridges	15,040	15,040	15,040	15,040	15,040	-	0.0%
Community Child Care	29,140	29,140	29,140	29,140	29,140	-	0.0%
Community Housing Partnership	8,460	8,460	8,460	8,460	8,460	-	0.0%
Gap Foundation	22,325	-	-	-	-	-	0.0%
J.L. Clay Center/Senior Citizens	41,654	41,654	41,654	41,654	41,654	-	0.0%
Mid Cum Hum Res/Homemaker	4,700	4,700	4,700	4,700	4,700	-	0.0%
Mid-Cum Hum Res/Ombudsman	2,061	2,061	2,061	2,061	2,061	-	0.0%
Mid-Cum Meals on Wheels	10,152	10,152	10,152	10,152	10,152	-	0.0%
Second Harvest/Nashville's Table	1,269	1,269	1,269	1,269	1,269	-	0.0%
Waves	22,913	22,913	22,913	22,913	22,913	-	0.0%
Wmson Co Emergency Relief/Gracewc	13,395	13,395	13,395	13,395	13,395	-	0.0%
Gentry's Education Center	-	-	-	-	10,000	10,000	100.0%
Transit Alliance	-	-	-	-	5,000	5,000	100.0%
Total Appropriations to Civic Org's.	190,567	168,242	168,242	168,242	183,242	15,000	8.9%
Total Operations	411,674	429,848	425,986	425,986	440,474	14,488	3.4%
Total Appropriations	411,674	429,848	425,986	425,986	440,474	14,488	3.4%



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee
FY 2016 Operating Budget

Interfund Transfers

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	1,715,965	2,852,228	669,208	3,449,327	543,569	-125,639	-18.8%
Capital	0	0	0	0	0	-	0.0%
Total	1,715,965	2,852,228	669,208	3,449,327	543,569	-125,639	-18.8%

Department Summary

Interfund Transfers reflects those funds transferred from the General Fund to be accounted for in other funds of the City. For fiscal year 2016, the only transfer is to the Transit Fund.

There are no transfers planned for the Street Aid or Sanitation & Environmental Services funds in 2016.



City of Franklin, Tennessee **FY 2016 Operating Budget**

Interfund Transfers

There is no organization chart associated with Interfund Transfers. It is supervised by personnel in the Finance Departments.

Staffing by Position

There are no staff formally associated with Interfund Transfers. It is supervised by personnel in the Finance Departments.



City of Franklin, Tennessee
FY 2016 Operating Budget

Interfund Transfers

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	-	-	-	-	-	-	0.0%
Operations							
TRANSFER TO STREET AID & TRANSPORTATIC	573,132	739,965	-	-	-	-	0.0%
TRANSFER TO SANITATION	728,483	1,208,148	-	500,000	-	-	0.0%
TRANSFER TO ROAD IMPACT	-	60,933	-	-	-	-	0.0%
TRANSFER TO IN LIEU OF PARKLAND FUND	-	-	-	2,280,119	-	-	0.0%
TRANSFER TO TRANSIT FUND	414,350	843,182	669,208	669,208	543,569	(125,639)	-18.8%
Total Operations	1,715,965	2,852,228	669,208	3,449,327	543,569	(125,639)	-18.8%
Capital							
	-	-	-	-	-	-	0.0%
Total Interfund Transfers	1,715,965	2,852,228	669,208	3,449,327	543,569	(125,639)	-18.8%



City of Franklin, Tennessee
FY 2016 Operating Budget

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FRANKLIN
TENNESSEE

City of Franklin, Tennessee FY 2016 Operating Budget

OTHER SPECIAL FUNDS

The City of Franklin has 13 budgeted funds. Many of these are known as “Special Revenue” funds and can only be used for specific purposes. Most of these funds are earlier in the budget because they are directly relatable or tied to a specific operating unit or department. The funds shown herein are not – they are more general in nature and serve all departments and citizens.

Under this operating unit are:

- **Facilities Tax Fund**
- **Hotel/Motel Tax Fund**
- **Debt Service Fund**
- **In Lieu of Parkland Fund**



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Facilities Tax Fund

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Beginning Fund Balance	1,562,647	3,147,824	6,253,611	6,253,611	4,483,370	(1,770,241)	-28.3%
Revenues	2,624,601	3,855,445	3,707,190	2,512,000	2,120,407	-1,586,783	-42.8%
Expenditures	1,039,424	749,658	4,627,915	4,282,241	4,606,510	-21,405	-0.5%
Ending Balance	3,147,824	6,253,611	5,332,886	4,483,370	1,997,267	-3,335,619	-62.5%

Fund Summary

The Facilities Tax Fund is 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, sanitation, and parks and recreation expenditures. Such expenses can only be spent on public expenditures related to growth; thus new equipment and infrastructure can be funded out of the Facilities Tax fund, but replacement of existing equipment cannot.

There are no new projects proposed out of the Facilities Tax at this time; although many have been proposed and are presented in each department's Program Enhancement Requests.



City of Franklin, Tennessee **FY 2016 Operating Budget**

Organizational Chart

There is no organization chart associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference \$	%
Beginning Fund Balance	1,562,647	3,147,824	6,253,611	6,253,611	4,483,370	(1,770,241)	-28.3%
Revenues							
FACILITIES TAXES	2,617,339	3,848,783	3,697,190	2,500,000	2,110,407	(1,586,783)	-42.9%
INTEREST INCOME	7,262	6,662	10,000	12,000	10,000	-	0.0%
Total Available Funds	2,624,601	3,855,445	3,707,190	2,512,000	2,120,407	(1,586,783)	-42.8%
Expenses							
Total Police	-	-	-	-	-	-	0.0%
Total Fire	749,657	145,236	3,531,360	3,501,625	4,147,925	616,565	17.5%
Total Parks	-	152,700	-	-	-	-	0.0%
Total SW Collection	289,767	292,515	1,096,555	780,616	458,585	(637,970)	0.0%
Total SW Disposal	-	159,207	-	-	-	-	0.0%
Total Expenditures	1,039,424	749,658	4,627,915	4,282,241	4,606,510	(21,405)	-0.5%
Ending Fund Balance	3,147,824	6,253,611	5,332,886	4,483,370	1,997,267	(3,335,619)	-62.5%

Notes & Objectives

Revenues for the Facilities Tax are proposed to drop slightly from the level anticipated at end of FY 2015. This can change, however, given the highly unpredictable nature of development in Franklin and when such development will actually occur. Overall, revenues are expected to remain steady over the next three years as the pace of development within the City remains strong.

Expenses for the Facilities Tax ONLY include those costs related to Fire Stations 7 and 8 and equipment improvements for Sanitation.

Fund: Facilities Tax Fund

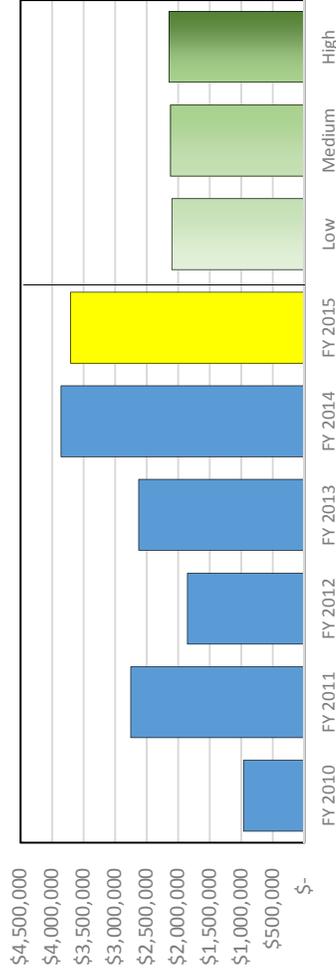
Percent of All Revenues

1.7%

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. Such taxes may be expended only upon police, fire, sanitation, and parks and recreation.

The forecast for FY 2016 is an estimate, based upon the 5-year historic average. It is heavily dependent upon the timing of new development. Should development permits be pulled sooner than anticipated, amounts may be higher than forecast.

Facilities Tax Fund - FY 2010-2016



	Actual					Budget FY 2015	Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014		Low	Medium	High		
July	45,298	85,964	144,273	129,034	188,335	193,990	152,717	154,261	155,803	3-yr Average	\$ 2,777,953
August	30,743	99,739	108,287	156,599	282,956	291,440	193,904	195,863	197,821	5-Yr Average	\$ 2,409,789
September	31,634	372,274	264,898	171,951	172,873	178,060	150,071	151,587	153,103	10-Yr Average	\$ 2,275,076
October	73,519	79,336	139,605	158,433	1,182,887	1,218,370	173,147	174,896	176,645		6.3%
November	55,482	107,083	309,959	282,226	234,251	241,280	203,317	205,371	207,424		
December	67,010	88,799	83,451	263,070	188,891	194,560	151,119	152,645	154,171		
January	87,337	99,214	74,070	154,265	189,243	194,920	142,232	143,669	145,106		
February	103,270	345,266	147,114	124,139	70,242	72,350	118,631	119,829	121,028		
March	206,656	309,198	106,169	192,990	216,615	182,270	131,409	132,736	134,064		
April	64,844	216,206	144,359	192,337	160,708	181,660	175,202	176,971	178,741		
May	98,806	310,488	197,549	313,792	309,052	296,360	248,917	251,432	253,946		
June	99,149	635,360	125,956	478,503	652,730	451,930	248,635	251,147	253,658		
Interest Income	656	1,757	8,122	7,262	6,662	10,000	10,000	10,000	10,000		
Totals	\$ 964,404	\$ 2,750,684	\$ 1,853,812	\$ 2,624,601	\$ 3,855,445	\$ 3,707,190	\$ 2,099,303	\$ 2,120,407	\$ 2,141,511		

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee

FY 2016 Operating Budget

Hotel/Motel Tax Fund

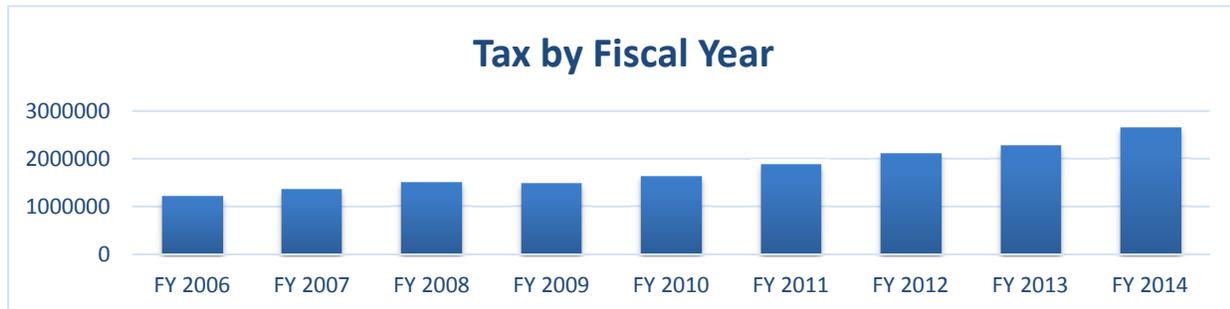
Budget Summary

	2013	2014	2015		2016	2015 v. 2016	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Beginning Fund Balance	2,103,083	1,124,507	1,971,048	1,971,048	1,960,253		
Revenues	2,470,748	3,242,135	2,824,480	3,010,124	3,246,619	422,139	14.9%
Expenditures	3,449,324	2,395,594	3,145,577	3,020,919	2,570,727	-574,850	-18.3%
Ending Balance	1,124,507	1,971,048	1,649,951	1,960,253	2,636,146		

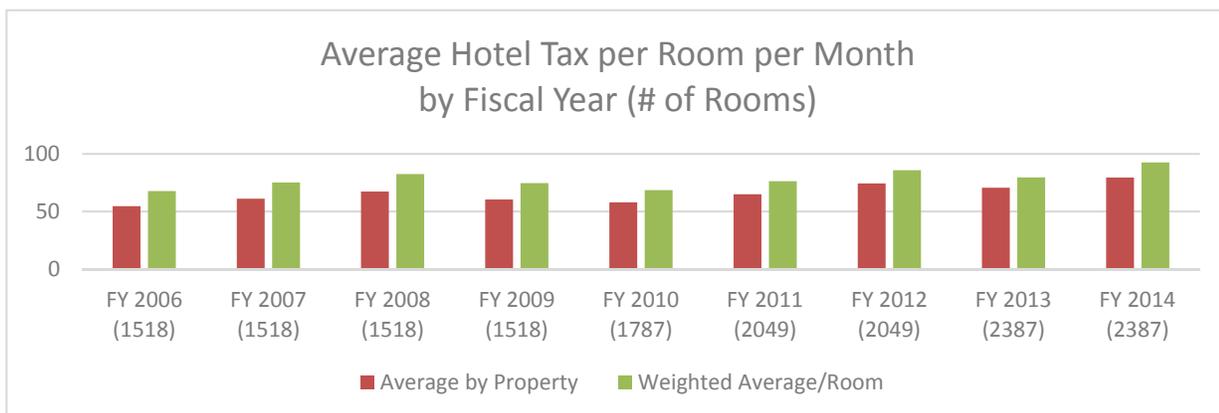
Fund Summary

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. The budget includes 1% of the 4% tax (based on collections in calendar year 2013) to support the Williamson County Convention and Visitors Bureau.

Despite the recent economy, receipts in the hotel/motel fund have largely met expectations as the chart below demonstrates.



One of the main reasons for this stability in budgeting is the continued growth in both the number of hotel rooms and the average revenue collected per room (Rev PAR), as demonstrated below.





City of Franklin, Tennessee **FY 2016 Operating Budget**

Organizational Chart

There is no organization chart associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee

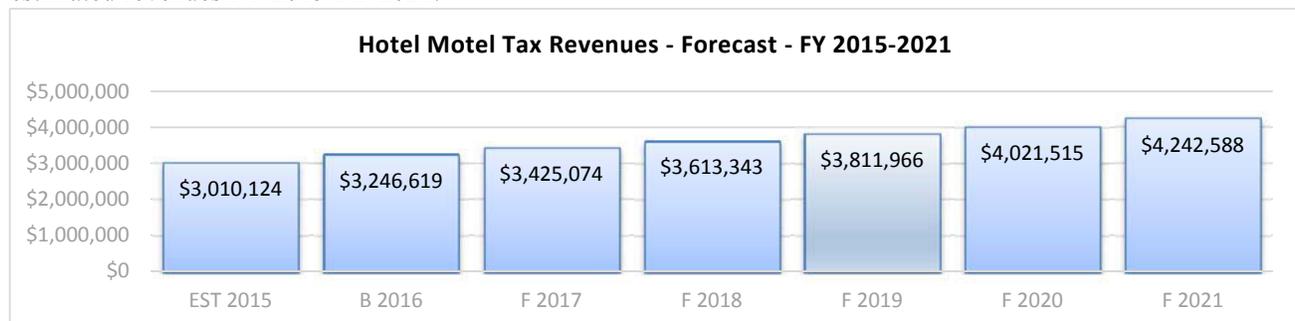
FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Beginning Fund Balance	2,103,083	1,124,507	1,971,048	1,971,048	1,960,253		
Revenues							
HOTEL/MOTEL TAXES	2,403,775	2,764,802	2,804,480	3,009,118	3,244,619	440,139	15.7%
GRANTS	60,000	476,000	-	-	-	-	0.0%
INTEREST INCOME	6,973	1,333	20,000	1,006	2,000	(18,000)	-90.0%
CONTRIBUTIONS-OTHERS	-	-	-	-	-	-	0%
Total Available Funds	2,470,748	3,242,135	2,824,480	3,010,124	3,246,619	422,139	14.9%
Expenses							
LEGAL NOTICES	1,757	-	-	-	-	-	0.0%
ELECTRIC SERVICE - STREETLIGH	20,253	-	-	-	-	-	0.0%
CONTRACTUAL SERVICES	40,498	9,500	325,000	330,250	-	(325,000)	-100.0%
REPAIR & MAINT. SERVICES	125	4,785	-	24,900	-	-	0.0%
PARKS SUPPLIES	-	54,289	-	-	-	-	0.0%
COOL SPRINGS CONF. CENT.	(246,461)	(97,079)	-	68,599	-	-	0.0%
PERMITS	27	-	-	-	-	-	0.0%
CONTRACTED SERVICES	498,452	562,757	640,735	640,735	767,131	126,396	19.7%
APPROPRIATIONS	-	-	250,000	66,593	-	(250,000)	-100.0%
TRANSFER TO DEBT SERV. FUNG	1,597,424	1,116,929	1,119,842	1,119,842	1,126,678	6,836	0.6%
BUILDING IMPROVEMENTS	785,180	47,353	445,000	405,000	100,000	(345,000)	-77.5%
PARKS & RECREATION FACILITIE	752,069	697,060	365,000	365,000	576,918	211,918	58.1%
Total Expenditures	3,449,324	2,395,594	3,145,577	3,020,919	2,570,727	(574,850)	-18.3%
Ending Fund Balance	1,124,507	1,971,048	1,649,951	1,960,253	2,636,146		

Notes & Objectives

The Hotel-Motel Fund is forecast to grow significantly over the next several fiscal years. The largest jump - nearly 16% budget-to-budget from FY 2015 to FY 2016 is based upon Estimated 2015 collections (which are 6.6% higher than budget) and the addition of one more hotel. We believe that this trend will continue as the overall revenue per room continues to grow, hotels continue to be built, occupancy rates remain low and the region, driven by the high room rates within Nashville show no signs of abating. The chart below shows estimated revenues FY 2015-FY 2021.



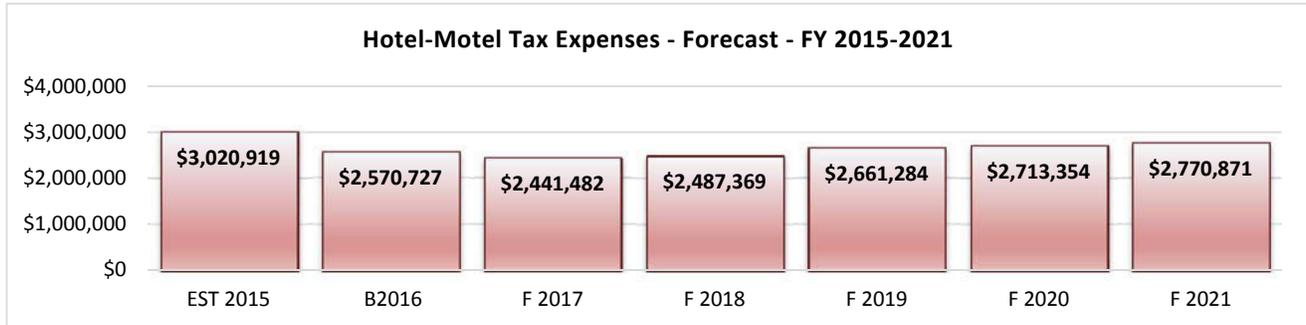


City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

On the expense side, known (fixed cost) expenses in the next five years include debt service and the 1% contribution to the Williamson County Convention & Visitor's Bureau.

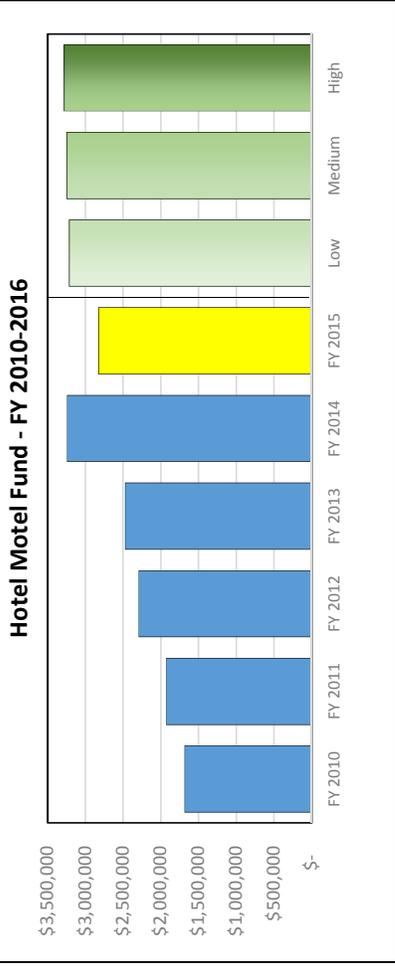


Given this forecast, there should be sufficient recurring revenues to continue paying for some but not necessarily all recreation and tourist capital projects proposed within the City of Franklin.



Fund: Hotel Motel Fund **Percent of All Revenues 2.6%**

Hotel Motel Fund: The Hotel/Motel Fund is 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.



	Actual			Budget	Forecasts (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012		FY 2013	FY 2014	FY 2015		Low
July	203,521	191,661	198,277	211,075	220,564	227,181	284,405	287,278	290,151
August	135,625	175,106	176,457	175,021	202,941	209,029	295,307	298,290	301,273
September	121,482	147,827	170,555	195,057	219,382	225,963	325,275	328,560	331,846
October	130,923	171,194	180,285	223,821	242,061	249,276	307,115	310,217	313,319
November	139,941	163,871	185,887	165,524	223,360	220,802	240,826	243,258	245,691
December	127,006	142,334	155,984	153,893	175,183	181,427	216,755	218,945	221,134
January	108,486	121,182	144,366	152,698	184,875	184,454	224,852	227,123	229,394
February	107,218	123,665	149,408	185,118	214,823	218,261	219,304	221,519	223,734
March	135,350	143,156	171,438	244,633	274,024	279,382	281,300	284,142	286,983
April	151,933	174,216	214,540	222,217	260,989	247,635	262,787	265,441	268,096
May	140,927	170,736	195,614	225,392	249,496	269,154	258,443	261,053	263,664
June	173,872	180,758	206,513	249,326	297,104	291,916	295,804	298,792	301,780
EPA GRANT (FEDERAL)	0	0	100,000	0	0	0	-	-	-
PARKS GRANTS	0	0	22,575	0	0	0	-	-	-
JIM WARREN PARK TREE GRANT	0	0	0	60,000	0	0	-	-	-
EASTERN FLANK LOOP GRANT	0	0	0	0	476,000	0	-	-	-
INTEREST INCOME	7,570	21,383	17,831	6,973	1,333	20,000	2,000	2,000	2,000
Totals	\$ 1,683,852	\$ 1,927,091	\$ 2,289,730	\$ 2,470,748	\$ 3,242,135	\$ 2,824,480	\$ 3,214,173	\$ 3,246,619	\$ 3,279,066

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee
FY 2016 Operating Budget

Debt Service Fund

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Beginning Fund Balance	318,138	84,729	195,118	195,118	63,262		
Revenues	33,212,371	11,106,967	12,163,102	12,158,202	12,929,046	765,944	6.30%
Expenditures	33,445,780	10,996,578	12,290,058	12,290,058	12,924,146	634,088	5.16%
Ending Balance	84,729	195,118	68,162	63,262	68,162		

Fund Summary

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 Sanitation & Environmental Services, 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.



City of Franklin, Tennessee **FY 2016 Operating Budget**

Organizational Chart

There is no organization chart associated with the Debt Service Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Debt Service Fund. It is supervised by personnel in the Finance Department.



City of Franklin, Tennessee

FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Beginning Fund Balance	318,138	84,729	195,118	195,118	63,262		
Total Available Funds	33,212,371	11,106,967	12,163,102	12,158,202	12,929,046	765,944	6.3%
Expenses (Debt Service by Fund)							
General	14,636,774	5,658,149	7,180,872	7,180,872	8,032,094	851,222	11.9%
Sanitation	561,627	570,537	589,080	589,080	606,544	17,464	3.0%
Road Impact	14,722,444	3,533,589	3,283,846	3,283,846	3,042,412	(241,434)	-7.4%
Hotel Motel	3,524,935	1,234,303	1,236,260	1,236,260	1,243,096	6,836	0.6%
Total Expenditures	33,445,780	10,996,578	12,290,058	12,290,058	12,924,146	634,088	5.2%
Ending Fund Balance	84,729	195,118	68,162	63,262	68,162		

Notes & Objectives

FY 2016 is forecast to increase as additional debt service is incurred, especially within the General & Hotel Motel Funds. The increase is attributable to the recent issue of \$15,000,000 for various capital projects.



City of Franklin

Revenue Model

Fund:

Debt Service Fund

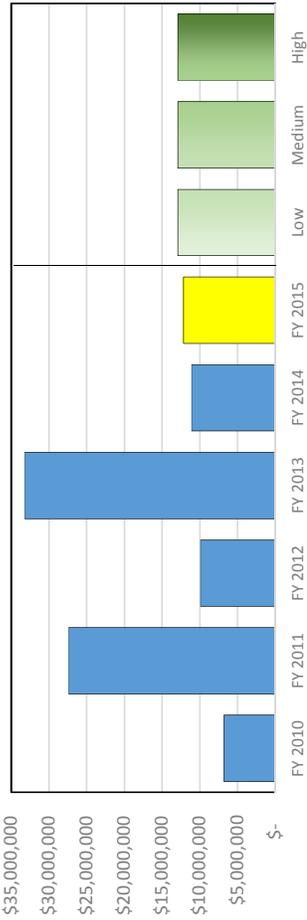
Percent of All Revenues

10.4%

Debt Service Fund: The Debt Service Fund was created in FY 2010 for the purpose of accounting for resources set aside to fund debt service (payments of long term debt principal, interest, and related costs). All funds which have debt service are accounted for within this fund - General, Road Impact, Sanitation and Hotel / Motel.

FY 2016 is forecast to increase as additional debt service is incurred, especially within the General Fund & Hotel-Motel Fund.

Debt Service Fund - FY 2010-2016



	Actual			Budget			Forecast (FY 2016)			Averages
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Low	Medium	High	
PROPERTY TAXES COLLECTED	2,851,481	4,952,567	4,830,155	4,779,633	5,357,261	6,443,176	7,426,254	7,426,254	7,426,254	3-yr Average
REBATE ON BAB / RZEDB	0	872,753	904,052	904,052	832,179	825,401	825,401	825,401	825,401	\$ 18,081,870
INTEREST INCOME	1,438	3,846	14,104	4,328	2,205	5,000	5,000	5,000	5,000	-10.9%
BOND PROCEEDS	0	16,590,000	0	22,500,000	0	0	-	-	-	5-Yr Average
INTEREST-BOND PROCEEDS	0	0	0	0	0	0	-	-	-	\$ 17,687,793
TRANSFER FROM WATER	0	0	0	0	0	100,000	100,000	100,000	100,000	-6.2%
TRANSFER FROM SEWER	0	0	0	0	0	100,000	100,000	100,000	100,000	
TRANSFER FROM SOLID WASTE	517,955	532,022	543,115	561,628	570,537	589,080	606,544	606,544	606,544	
TRANSFER FROM ROAD IMPACT	2,023,514	2,730,648	1,821,447	2,865,306	3,227,856	2,980,603	2,739,169	2,739,169	2,739,169	
TRANSFER FROM HOTEL/MOTEL	1,408,884	1,708,248	1,813,399	1,597,424	1,116,929	1,119,842	1,126,678	1,126,678	1,126,678	
Totals	\$ 6,803,272	\$ 27,390,084	\$ 9,926,272	\$ 33,212,371	\$ 11,106,967	\$ 12,163,102	\$ 12,929,046	\$ 12,929,046	\$ 12,929,046	\$ 12,929,046

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



City of Franklin, Tennessee
FY 2016 Operating Budget

In Lieu of Parkland Fund

Budget Summary

	2013 Actual	2014 Actual	2015		2016 Budget	2015 v. 2016	
			Budget	Estimated		\$	%
Beginning Fund Balance	-	-	2,280,119	2,280,119	2,491,967	211,848	9.29%
Revenues	-	-	-	211,848	1,530,323	1,530,323	0.00%
Expenditures	-	-	-	-	-	0	0.00%
Ending Balance	0	0	2,280,119	2,491,967	4,022,290	1,742,171	76.41%

Fund Summary

The In Lieu of Parkland Fund was created in FY 2015 for the purpose of satisfying requirements of Section 5.5.4 of the City of Franklin Zoning Ordinance.

Funds can be used only for the acquisition or development of public parks, greenways/blueways, open space sites, and related facilities.



City of Franklin, Tennessee **FY 2016 Operating Budget**

Organizational Chart

There is no organization chart associated with the In Lieu of Parkland Fund. It is supervised by personnel in the Parks and Finance Departments.

Staffing by Position

There are no staff formally associated with the In Lieu of Parkland Fund. It is supervised by personnel in the Parks and Finance Departments.



City of Franklin, Tennessee
FY 2016 Operating Budget

Budget

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Budget 2016	Difference	
						\$	%
Beginning Fund Balance	-	-	2,280,119	2,280,119	2,491,967	211,848	9.3%
Revenues							
In Lieu of Parkland Receipts	-	-	-	211,848	1,530,323	1,530,323	100.0%
Total Available Funds	-	-	-	211,848	1,530,323	1,530,323	0.0%
Expenses (Operations)							
Capital	-	-	-	-	-	-	0.0%
Total Expenditures	-	-	-	-	-	-	0.0%
Ending Fund Balance	-	-	2,280,119	2,491,967	4,022,290	1,742,171	76.4%

Notes & Objectives

The first receipts into the fund were recorded in FY 2015. There is no additional history before this fiscal year.

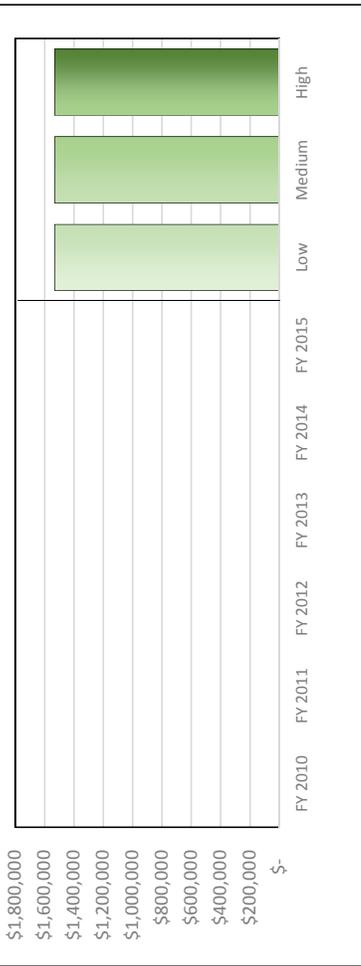
This fund is available for capital projects pertaining to public parks, greenways/blueways and open space in FY 2016 and beyond.



Fund: In Lieu of Parkland Fund **Percent of All Revenues 1.2%**

In Lieu of Parkland Fund: The In Lieu of Parkland Fund was created in FY 2015 for the purpose of satisfying requirements of Section 5.5.4 of the City of Franklin Zoning Ordinance for developers seeking alternatives to the development of green space within developments. Funds can be used only for the acquisition or development of public parks, greenways/blue ways, open space sites, and related facilities.

In Lieu of Parkland Fund - FY 2010-2016



	Actual			Budget			Forecast (FY 2016)			Averages	
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Low	Medium	High	3-yr Average	5-Yr Average
In Lieu of Parkland Receipts	0	0	0	0	0	0	1,530,323	1,530,323	1,530,323	\$ -	0.0%
Totals	\$ -	\$ 1,530,323	\$ 1,530,323	\$ 1,530,323	\$ -	0.0%					

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2014 & Estimates from Finance & Revenue Management Departments.



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City of Franklin, Tennessee

FY 2016 Operating Budget

APPENDICIES

The Appendices section of the budget provides supplemental information for aid and reference to citizens, elected officials and staff alike necessary to evaluate the FY 2016 Operating and Capital Budget. This section is subdivided into four areas of concentration, and includes:

Under this section is:

- **Capital**
 - **Appendix A - Capital Summary**
 - **Appendix B - Capital Projects - CIP**
 - **Appendix C – Impacts of Capital Improvements on FY 2016 Budget**

- **Policies**
 - **Appendix D – General Fund - Fund Balance Policy**
 - **Appendix E - Debt Management Policy**

- **Operating Budget - Supplemental Information**
 - **Appendix F - General Fund Expenditures By Account**
 - **Appendix G - Program Enhancement Requests**
 - **Appendix H - Pay Structure**

- **Reference Information**
 - **Appendix I - Strategic Plan**
 - **Appendix J - Expenditure Classifications**
 - **Appendix K - Additional Demographic & Economic Information**
 - **Appendix L - Glossary of Terms**



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

APPENDICIES: Capital

Under this section is:

- **Capital**
 - **Appendix A - Capital Summary**
 - **Appendix B - Capital Projects - CIP**
 - **Appendix C – Impacts of Capital Improvements on FY 2016 Budget**



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

Appendices: Capital

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. These items are distributed throughout the various funds presented herein in two of the three primary sections in each fund: Operations and Capital. The lists on the following pages detail all capital items, listed by fund, by those assigned to the Operations section of each budget and then to the Capital section.

All told, the City of Franklin spends to spend roughly \$21.9 million in capital expenditures this year. Approximately \$7.0 million is assigned to Operations and \$14.9 million to Capital.

Of the \$7.0 million assigned to Operations:

1. \$3.2 million in the General Fund is assigned for various equipment and improvement needs including replacement breathing apparatus for the Fire Department, Body Cameras and In-Car Cameras for the Police Department, various infrastructure improvements, architectural services for a new City Hall and several software and automation packages and 16 new vehicles for various departments.
2. \$2.3 million in the Hotel/Motel Fund is assigned for the completion of a rock wall at the Eastern Flank Rock Wall, the Bicentennial Park Pavilion and Environmental Project, and development costs and acquisition for the new Carter Hill/Battle of Franklin Park, all for the Parks Department.
3. \$680,000 in the Stormwater Fund is assigned for design services for Adams Street drainage, the replacement of a retaining wall for the Harpeth River next to the Wastewater Treatment Plant, a new leaf vacuum, new street sweeper, two new trucks and a vehicle.
4. \$425,000 in the Facilities Tax Fund is assigned for new breathing apparatus for new fire stations 7 & 8 and a new Front End Loader for Sanitation.
5. \$316,000 in the Sanitation Fund is assigned for building improvements and a replacement automated Side-Load Truck for refuse pick-up.

Of the \$14.9 million assigned to Capital:

1. \$2.4 million in the General Fund, the vast majority assigned for various traffic control projects (budgeted in the Traffic Operations Center budget, offset by grants).
2. \$4.5 million in the Facilities Tax Fund, primarily for Fire Stations 7 & 8.
3. \$2.8 million in the Stormwater Fund for various draining improvements.
4. \$100,000 in the Hotel/Motel Fund for the completion of roof work at the Bicentennial Park Pavilion.
5. \$225,000 in the Transit Fund for two (2) replacement vehicles.
6. \$4.9 million in the Water /Sewer Fund for various improvements and projects. (These will be detailed in greater detail in a separate budget later this year).



City of Franklin, Tennessee

FY 2016 Operating Budget

Appendices: Capital

Capital Expenditures

Priority	Request	Operating	Lease	Short-Term	Long-Term	Total
Operations						
General Fund:						
Parks	Vehicle & Mower		\$ 142,970			\$ 142,970
Parks	Vehicle & Mower		\$ 36,700			\$ 36,700
Parks	Vehicle		\$ 25,000			\$ 25,000
Fire	SCBA Replacement		\$ 400,000			\$ 400,000
Fire	Vehicles (3)		\$ 102,300			\$ 102,300
Police	Police Cruisers (10)		\$ 533,200			\$ 533,200
Police	In car digital cameras		\$ 248,650			\$ 248,650
Police	Body Camera Implementation- 110 Cameras	\$ 375,050	\$ 342,000			\$ 342,000
Street	Single Axle Dump Truck		\$ 102,510			\$ 102,510
Street	Banner Production Machine		\$ 19,000			\$ 19,000
Street	Jack	\$ 8,000				\$ 8,000
TOC	Miovision Camera	\$ 5,000				\$ 5,000
Admin	Vehicle (Pool Car)		\$ 22,440			\$ 22,440
City Court	E-ticketing		\$ 253,300			\$ 253,300
Facilities	City Hall Renovations	\$ 75,000	\$ -			\$ 75,000
Facilities	City Hall Architectural Services				\$ 225,000	\$ 225,000
IT	IT Hardware	\$ 9,200	\$ 114,000			\$ 123,200
IT	IT Software		\$ 45,000			\$ 45,000
IT	IT Fiber Upgrades/Extensions	\$ 130,000	\$ -		\$ -	\$ 130,000
IT	County-wide Radio	\$ -	\$ -	\$ -	\$ -	\$ -
HR	Performance Management Software	\$ -	\$ 30,000			\$ 30,000
TOTAL		\$ 602,250	\$ 2,417,070	\$ -	\$ 225,000	\$ 3,244,320

Stormwater Fund:						
Traffic	Self Contained Leaf Vacuum	\$ -	\$ 170,000			\$ 170,000
Traffic	Utility Truck	\$ -	\$ 54,000			\$ 54,000
Traffic	Street Sweeper	\$ -	\$ 201,357			\$ 201,357
Engineering	New Truck	\$ -	\$ 25,000			\$ 25,000
Engineering	Vehicle	\$ -	\$ 25,000			\$ 25,000
Engineering	Harpeth River Restoration Project @ WWTP			\$ 125,000		\$ 125,000
Engineering	Adams Street Drainage Project				\$ 80,000	\$ 80,000
TOTAL		\$ -	\$ 475,357	\$ 125,000	\$ 80,000	\$ 680,357

Hotel/Motel Fund:						
Parks	Eastern Flank Rock Wall Completion			\$ 55,000		\$ 55,000
Parks	Bicentennial Park Pavilion & Environmental Project			\$ 638,200		\$ 638,200
Parks	Carter Hill Park	\$ 116,290				\$ 116,290
Parks	Carter Hill Park - Acquisition over 7 years				\$ 1,500,000	\$ 1,500,000
TOTAL		\$ 116,290	\$ -	\$ 693,200	\$ 1,500,000	\$ 2,309,490

Sanitation Fund:						
SES	Replace HVAC Unit - Main Building	\$ 26,500				\$ 26,500
SES	Add Automated Front-End Load Truck w/Curotto Can	\$ 9,932				\$ 9,932
SES	Replacement - Automated Side Load Truck	\$ 13,365	\$ 265,600			\$ 278,965
TOTAL		\$ 49,797	\$ 265,600	\$ -	\$ -	\$ 315,397

Facilities Tax:						
Fire	SCBA Apparatus - Stations 7 & 8	\$ -	\$ 110,000			\$ 110,000
SES	Add Automated Front-End Load Truck w/Curotto Can	\$ -	\$ 314,952			\$ 314,952
TOTAL		\$ -	\$ 424,952			\$ 424,952

Total all Capital Expenditures budgeted in Operations: \$ 6,974,516



City of Franklin, Tennessee

FY 2016 Operating Budget

Appendices: Capital

Capital Expenditures

Priority	Request	Operating	Lease	Short-Term	Long-Term	Total
Capital						
General Fund:						
Project	Various Architectural Services	\$ 46,350				\$ 46,350
Finance	Additional Software Enhancements	\$ 50,000				\$ 50,000
IT	Backup Software	\$ 34,500				\$ 34,500
Traffic	Various traffic flow/control improvements	\$ 2,216,850				\$ 2,216,850
Parks	Dog Park Relocation Project	\$ 26,000				\$ 26,000
TOTAL		\$ 2,373,700	\$ -	\$ -	\$ -	\$ 2,373,700

Facilities Tax:						
Fire	Stations 7 & 8 - Construction & Outfitting	\$ 4,110,000	\$ -			\$ 4,110,000
SES	Equipment	\$ 350,000				\$ 350,000
TOTAL		\$ 4,460,000	\$ -			\$ 4,460,000

Stormwater Fund:						
Engineering	Various drainage improvements	\$ 2,846,000	\$ -			\$ 2,846,000
TOTAL		\$ 2,846,000	\$ -	\$ -	\$ -	\$ 2,846,000

Hotel/Motel						
Parks	Roof @ Bicentennial Park Pavillion	\$ 100,000	\$ -			\$ 100,000
TOTAL		\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000

Transit Fund						
Transit	Two (2) replacement vehicles	\$ 225,000	\$ -			\$ 225,000
TOTAL		\$ 225,000	\$ -	\$ -	\$ -	\$ 225,000

Water & Sewer Fund						
Engineering	Various capital improvements	\$ 4,948,607	\$ -			\$ 4,948,607
TOTAL		\$ 4,948,607	\$ -	\$ -	\$ -	\$ 4,948,607

Total all Capital Expenditures budgeted in Capital: \$ 14,953,307

Total All Capital proposed FY 2016 \$ 21,927,823



City of Franklin, Tennessee
FY 2016 Operating Budget

Appendices: Capital

Appendix B: CAPITAL PROJECTS

The projects listed below are the FY 2014-2018 Capital Investment Program (CIP) projects approved for funding on March 11, 2014. This list, along with the entire approved Capital Improvement Program, will be revisited and detailed in much greater detail later in 2015.

Project	Facilities Tax	Hotel/Motel Tax	General Obligation Bonds	Totals
Fire Station #8 in Westhaven, construction & furnishings	\$3,050,000			\$3,050,000
Fire Station #7 in Berry Farms, construction & furnishings	\$3,050,000			\$3,050,000
Public Restrooms @ Harlinsdale		\$160,000		\$160,000
Carothers Parkway South Extension Gap (2-Lanes)			\$2,850,000	\$2,850,000
Columbia Avenue Improvements, Downs Blvd to Mack Hatcher Parkway, Professional Design Services			\$821,500	\$821,500
McEwen Drive, Phase IV Improvements, Cool Springs Blvd to Wilson Pike, Professional Design Services (Final Design)			\$340,000	\$340,000
Franklin Road (Final Design)			\$150,000	\$150,000
Sidewalk Construction along Highway 96 West, Downs Blvd to Freedom Intermediate School entrance			\$108,220	\$108,220
Sidewalk Construction along Murfreesboro Road (SR 96 East), Pinkerton Park to Mack Hatcher Parkway			\$550,300	\$550,300
	\$6,100,000	\$160,000	\$4,820,020	\$11,080,020



City of Franklin, Tennessee **FY 2016 Operating Budget**

Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2016 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 2016 operating budget, there is \$1.8 million in the Street Aid Fund for roadway and sidewalk maintenance. This is supported entirely gasoline taxes. 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 2016 budget. Proposed items for leasing are identified in Appendix A.

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.



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee

FY 2016 Operating Budget

APPENDICIES: Policies

Under this section is:

- **Policies**
 - **Appendix D – General Fund - Fund Balance Policy**
 - **Appendix E - Debt Management Policy**



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee
FY 2016 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

CITY OF FRANKLIN

T E N N E S S E E

General Fund Fund Balance Policy

Adopted by Board of Mayor & Aldermen, May 12, 2009

Addendum Adopted by Board of Mayor & Aldermen, August 28, 2012

Policy Update Adopted by Board of Mayor & Aldermen, September 23, 2014



City of Franklin, Tennessee

FY 2016 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

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 Aldermen;
- 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. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all non-spendable and restricted components of fund balance are included within the Reserve Fund).*



City of Franklin, Tennessee

FY 2016 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

- **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. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all committed, and some assigned components of fund balance are included within the Designated Fund).*
- **The Undesignated/Unreserved Fund** consists of three accounts: the Capital Funding Account, the Financial Stabilization Account, and the Surplus Account.
 - The Capital Funding Account as set forth in this policy will consist of amounts in excess of 45% of General Fund budgeted expenditures.
 - **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.

(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, some assigned and all unassigned components of fund balance are included within the Undesignated/Unreserved Fund).

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. Funds in excess of forty-five [45%] percent of General Fund budgeted expenditures would be maintained in the *Capital Funding Account of the Undesignated/Unreserved Fund*.
5. All remaining funds other than those identified in 1 through 4 above shall flow to the Supplemental Reserve Account of the Undesignated/Unreserved Fund.



City of Franklin, Tennessee

FY 2016 Operating Budget

Appendix D – Policies: General Fund - Fund Balance

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.



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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



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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.

Use of the Capital Funding Account

The Capital Funding Account should only be used to provide additional capital funding for projects included in the City's Capital Investment Plan (CIP). These funds would typically be transferred from the General Fund to a capital projects fund where project payments would be made.

Restoration of the Capital Funding Account

The Capital Funding Account would exist only as funds are available and not subject to formal restoration.



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Appendix D – Policies: General Fund - Fund Balance

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.



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Appendix D – Policies: General Fund - Fund Balance

General Fund Fund Balance Policy Addendum Order of Use of Funds

Stabilization Funds

Maintaining a Financial Stabilization Account is a necessity for sound financial management and fiscal accountability. The City's governing body has the authority to establish a Financial Stabilization Account that will be a **Committed Fund Balance**.

A Financial Stabilization Account is established for the purpose of providing funds for an urgent event that affects the safety of the general public (e.g. flood, tornado, etc.) or financial stability.

Authority to Commit Funds

The Board of Mayor and Aldermen has the authority to set aside funds for a specific purpose. Any funds set aside as Committed Fund Balance requires the passage of a resolution by a simple majority vote. The passage of a resolution must take place prior to June 30th of the applicable fiscal year. If the actual amount of the commitment is not available by June 30th, the resolution must state the process or formula necessary to calculate the actual amount as soon as information is available.

Default Order of Use of Funds

By default, when both restricted (by outside parties) and unrestricted funds are available for expenditure, restricted funds should be spent first unless legal requirements disallow it. When **committed (by the Board)**, assigned (usually by management) and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last.

Potential Use of Funds Resolution

The recognition of an urgent event must be established by the Board of Mayor and Aldermen or their designee (e.g. City Administrator). If established by the Board's designee, the specific urgent event must be reported to the governing body at their next meeting.

Potential urgent events are:

1. Disaster (flood, tornado, etc.) that funds must be expended prior to any potential reimbursement.
2. Health claims or other specific expenditures included within the stabilization fund exceeding a specified threshold. This would allow the stabilization funds in the General Fund to be used in cases when the specific expenditures exceed 10% of budgeted amount, or a specific amount such as \$100,000.

If due to an urgent event, funds are needed from the stabilization fund in excess of funds currently budgeted:

1. Anticipated funds in excess of budgeted funds will be temporarily deducted from the Stabilization fund.
2. After actual expenditures used are determined, a budget amendment will be submitted to the City's governing body to amend the budget for the excess funds used if unassigned funds are available.
3. In the event that unassigned funds are not available, the Board will replenish the Financial Stabilization Account balance to the established minimum level within four years in equal increments unless otherwise provided.



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Appendix E – 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
Updated November 26, 2013



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Appendix E – Debt Management Policy

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.



Appendix E – Debt Management Policy

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.



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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 Chief Financial Officer will be responsible for maintaining relationships and communicating with the rating agencies that assign ratings to the City’s debt. The Chief Financial Officer 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 Chief Financial Officer 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.



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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 – <i>Measures debt liability relative to total budget resources</i>	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 – <i>Measures net debt to population</i>	< \$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



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2b. Per Capita Debt/Per Capita Income – <i>Measures each person's estimated ability to back their portion of debt based on personal income per capita</i>		< 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 <i>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</i>		
		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) – <i>Measures the overall debt burden to the taxable market value of the tax base</i>		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%



Appendix E – Debt Management Policy

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 Chief Financial Officer.

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 Chief Financial Officer 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 Chief Financial Officer 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 Chief Financial Officer. The City will comply with state guidelines and will be able to quantify



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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. The City may also issue General Obligation bonds to obtain funding for certain unfunded pension liabilities, subject to TCA 9-21-105(4) and 9-21-127.

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:



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- 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*



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- 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 Chief Financial Officer 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 Chief Financial Officer 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 Chief Financial Officer with assistance from the City's Financial Advisor shall have the responsibility to analyze outstanding bond issues for refunding opportunities. The Chief Financial Officer 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 Chief Financial Officer 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



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refinancing. If present value savings is less than 3.0%, the Chief Financial Officer 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 Chief Financial Officer 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 Chief Financial Officer 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 Chief Financial Officer 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 Chief Financial Officer may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The Chief Financial Officer 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



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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. If there is no financial advisor, the underwriter in a publicly offered, negotiated sale shall be required to provide pricing information both as to interest rates and to takedown per maturity to the Board of Mayor and Alderman or its designated official in advance of the pricing of the debt.

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



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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 Chief Financial Officer 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 Chief Financial Officer will evaluate the proposed underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the Chief Financial Officer 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 Chief Financial Officer. 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 Chief Financial Officer 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 Chief Financial Officer shall provide a report to the Board of Mayor and Aldermen on the results of the sale.

Syndicate Policies

For each negotiated transaction, the Chief Financial Officer will prepare syndicate policies that will describe the designation policies governing the upcoming sale. The Chief Financial Officer 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



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priority of orders and allocations

- Within 10 working days after the sale date, submit to the Chief Financial Officer 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. The City will enter into a written agreement with each person and/or firm serving as financial advisor in debt management and transactions.

In a competitive sale, the financial advisor (*either*):

- shall not be permitted to bid on an issue for which they are or have been providing advisory services; **or**
- may bid on an issue for which they are providing advisory services only if (i) the governing body or designated official grants in writing specific authority on a transaction by transaction basis, (ii) such sale is properly carried out through a widely and publicly advertised sale, during normal bond sale hours, and through an industry standard, electronic bidding platform not requiring verification by the financial advisor, and (iii) the financial advisor fee is separately disclosed and billed from the underwriting fee.

In a publicly offered, negotiated sale, the financial advisor (*either*):

- shall not be permitted to resign as financial advisor in order to underwrite an issue for which they are or have been providing advisory services; **or**
- may resign as financial advisor in advance of negotiations in order to underwrite an issue for which they are or have been providing advisory services.

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.



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- 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.



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- 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 Chief Financial Officer 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.

Professionals involved in a debt transaction hired or compensated by the City shall be required to disclose to the City existing client and business relationships between and among the professionals to a transaction (including but not limited to financial advisor, swap advisor, bond counsel, swap counsel, trustee, paying agent, underwriter, counterparty, and remarketing agent), as well as conduit issuers, sponsoring organizations and program administrators. This disclosure shall include that information reasonably sufficient to allow the City to appreciate the significance of the relationships.

Professionals who become involved in the debt transaction as a result of a bid submitted in a widely and publicly advertised competitive sale conducted using an industry standard, electronic bidding platform are not subject to this disclosure. No disclosure is required that would violate any rule or regulation of professional conduct.

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 and will enter into an engagement letter agreement with each lawyer and/or law firm representing the City in a debt transaction.

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 disclosure of transactional fees paid to the financing team member (including interest, issuance, continuing, and one-time) shall be disclosed to the City Administrator and the Chief Financial Officer prior to the completion of a transaction. The City Administrator and the Chief Financial Officer shall



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disclose this information to citizens and the Board of Mayor and Alderman in a timely manner. 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 Chief Financial Officer will consider any recommendations for any amendments, deletions, additions, improvements or clarification.



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APPENDICIES: Operating Budget

Under this section is:

- **Operating Budget - Supplemental Information**
 - **Appendix F - General Fund Expenditures By Account**
 - **Appendix G - Program Enhancement Requests**
 - **Appendix H - Pay Structure**



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Appendix F: Budget by Accounts - General Fund

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Base 2016	Difference 15' vs. 16'	
						\$	%
Personnel							
81110 REGULAR PAY	\$ 24,076,368	\$ 24,987,072	\$ 28,833,443	\$ 26,916,708	\$ 30,160,897	\$ 1,327,454	4.6%
81120 OVERTIME PAY	\$ 794,458	\$ 951,409	\$ 910,708	\$ 1,159,747	\$ 946,368	\$ 35,660	3.9%
81130 COURT OVERTIME PAY	\$ 102,501	\$ 87,020	\$ 73,000	\$ 89,756	\$ 103,097	\$ 30,097	41.2%
81150 TEMPORARY WORK BY NON-CITY EMPLOYEES	\$ 98,425	\$ 142,013	\$ 70,000	\$ 125,947	\$ 71,060	\$ 1,060	1.5%
81160 CENSUS WORKERS		\$ 81,904					
81180 FIRE HOLIDAY PAY	\$ 280,789	\$ 289,921	\$ 304,567	\$ 302,517	\$ 317,314	\$ 12,747	4.2%
81199 VACANCY ADJUSTMENT			\$ (972,104)		\$ (1,023,782)	\$ (51,678)	5.3%
XWAGE TOTAL WAGES	\$ 25,352,541	\$ 26,539,339	\$ 29,219,614	\$ 28,594,675	\$ 30,574,954	\$ 1,355,340	4.6%
81210 MAYOR & ALDERMEN	\$ 56,697	\$ 104,087	\$ 129,267	\$ 129,267	\$ 129,267	\$ -	0.0%
81220 CITY JUDGE	\$ 26,160	\$ 26,160	\$ 26,160	\$ 22,854	\$ 25,054	\$ (1,106)	-4.2%
81230 PLANNING COMMISSION & BOZA	\$ 11,400	\$ 10,676	\$ 14,420	\$ 14,420	\$ 14,708	\$ 288	2.0%
81250 JUDICIAL COMMISSION-WARRANTS	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ -	0.0%
XOFF TOTAL OFFICIALS FEES	\$ 97,457	\$ 144,123	\$ 173,047	\$ 169,741	\$ 172,229	\$ (818)	-0.5%
81410 FICA (EMPLOYER'S SHARE)	\$ 1,856,246	\$ 1,932,714	\$ 2,131,014	\$ 2,012,923	\$ 2,246,828	\$ 115,814	5.4%
81420 MEDICAL PREMIUMS	\$ 5,987,148	\$ 5,408,165	\$ 7,230,681	\$ 6,101,703	\$ 7,536,231	\$ 305,550	4.2%
81430 GROUP INSURANCE PREMIUMS	\$ 469,697	\$ 497,828	\$ 534,422	\$ 483,466	\$ 546,359	\$ 11,937	2.2%
81440 EMPLOYEE INSURANCE CONTRIBUTIONS	\$ (1,216,128)	\$ (1,435,074)	\$ (1,549,132)	\$ (1,527,475)	\$ (1,620,651)	\$ (71,519)	4.6%
81450 RETIREMENT CONTRIBUTIONS	\$ 3,369,008	\$ 3,202,447	\$ 1,881,253	\$ 1,916,401	\$ 2,173,575	\$ 292,322	15.5%
81455 DEFERRED COMP MATCH	\$ 65,996	\$ 122,475	\$ 132,613	\$ 162,880	\$ 174,499	\$ 41,886	31.6%
81460 UNEMPLOYMENT CLAIMS	\$ 23,760	\$ 12,424	\$ 27,690	\$ 10,651	\$ 16,000	\$ (11,690)	-42.2%
81470 WORKERS COMPENSATION PREMIUMS	\$ 244,974	\$ 221,572	\$ 241,442	\$ 120,396	\$ 272,306	\$ 30,864	12.8%
81475 WORKERS COMPENSATION CLAIMS	\$ 55,678	\$ 269,899	\$ 556	\$ 201,298	\$ 10,037	\$ 9,481	1705.2%
81480 TOOL ALLOWANCE	\$ 3,996	\$ 6,107	\$ 6,000	\$ 4,122	\$ 6,000	\$ -	0.0%
81481 CLOTHING ALLOWANCE	\$ 15,393	\$ 15,569	\$ 23,310	\$ 15,633	\$ 24,000	\$ 690	3.0%
81482 CAR ALLOWANCE	\$ 21,692	\$ 19,754	\$ 21,800	\$ 19,015	\$ 19,100	\$ (2,700)	-12.4%
81490 MOVING EXPENSES			\$ 7,231				
XBEN TOTAL BENEFITS	\$ 10,897,460	\$ 10,273,880	\$ 10,681,649	\$ 9,528,244	\$ 11,404,282	\$ 722,635	6.8%
XPER TOTAL PERSONNEL	\$ 36,347,458	\$ 36,957,342	\$ 40,074,310	\$ 38,292,660	\$ 42,151,465	\$ 2,077,157	5.2%
Operations							
82110 MAILING & OUTBOUND SHIPPING SERVICES	\$ 39,444	\$ 43,571	\$ 51,471	\$ 46,498	\$ 46,917	\$ (4,554)	-8.8%
82120 FREIGHT FOR INBOUND PURCHASED ITEMS	\$ 15,802	\$ 15,817	\$ 16,958	\$ 11,303	\$ 14,000	\$ (2,958)	-17.4%
82130 VEHICLE LICENSES & TITLES	\$ 3,291	\$ 3,408	\$ 3,303	\$ 1,864	\$ 2,816	\$ (487)	-14.7%
82140 VEHICLE TOW-IN SERVICES	\$ 6,135	\$ 6,138	\$ 4,970	\$ 6,149	\$ 6,981	\$ 2,011	40.5%
XTRC TOTAL TRANSPORTATION CHARGES	\$ 64,672	\$ 68,934	\$ 76,702	\$ 65,814	\$ 70,714	\$ (5,988)	-7.8%
82210 PRINTING & COPYING SERVICES, OUTSOURCED	\$ 41,697	\$ 38,746	\$ 50,965	\$ 46,859	\$ 52,491	\$ 1,526	3.0%
82230 ARCHIVING/RECORDS MANAGEMENT SERVICES	\$ 7,886	\$ 11,841	\$ 25,650	\$ 18,300	\$ 21,110	\$ (4,540)	-17.7%
82240 TRANSCRIPTION FEES	\$ 5,352	\$ 18,875	\$ 7,000	\$ 20,946	\$ 22,000	\$ 15,000	214.3%
82245 FINGERPRINTING FEES	\$ 240		\$ 300	\$ 120	\$ 60	\$ (240)	-80.0%
82250 TESTING & PHYSICALS	\$ 129,127	\$ 136,100	\$ 179,154	\$ 143,010	\$ 159,656	\$ (19,498)	-10.9%
82255 INVESTIGATIVE POLYGRAPHS	\$ 3,600	\$ 300	\$ 1,000	\$ 3,200		\$ (1,000)	-100.0%
82260 UNIFORM RENTAL & SERVICES	\$ 41,872	\$ 30,741	\$ 27,965	\$ 29,203	\$ 28,780	\$ 815	2.9%
82270 LANDFILL & BIOSOLIDS MANAGEMENT SERVICES	\$ 302	\$ 746	\$ 2,900	\$ 2,450	\$ 3,191	\$ 291	10.0%
82280 LAB FEES			\$ 500	\$ 250	\$ 500	\$ -	0.0%
82299 OTHER OPERATING SERVICES	\$ 9,392	\$ 8,477	\$ 8,060	\$ 12,593	\$ 8,235	\$ 175	2.2%
XOPSV TOTAL OPERATING SERVICES	\$ 239,468	\$ 245,826	\$ 303,494	\$ 276,931	\$ 296,023	\$ (7,471)	-2.5%
82310 LEGAL NOTICES	\$ 37,324	\$ 40,006	\$ 44,741	\$ 39,410	\$ 46,170	\$ 1,429	3.2%
82320 CITY ELECTIONS		\$ 39,173			\$ 42,000	\$ 42,000	100.0%
82330 CITIZENS ACADEMIES	\$ 20,480	\$ 17,848	\$ 18,500	\$ 8,568	\$ 19,890	\$ 1,390	7.5%
82340 LEADERSHIP RETREATS	\$ 2,525		\$ 8,500	\$ 8,500	\$ 8,510	\$ 10	0.1%
82350 DUES FOR MEMBERSHIPS	\$ 59,149	\$ 76,075	\$ 76,715	\$ 91,560	\$ 85,526	\$ 8,811	11.5%
82355 PROFESSIONAL STANDARDS / ACCREDITATION	\$ 8,559	\$ 7,235	\$ 13,814	\$ 18,704	\$ 16,549	\$ 2,735	19.8%
82360 PUBLIC RELATIONS & EDUCATION (CITY SPONSOR	\$ 44,000	\$ 73,153	\$ 70,250	\$ 62,622	\$ 88,160	\$ 17,910	25.5%
82370 PROMOTIONS & SPECIAL EVENTS (NOT CITY SPON	\$ 15,340	\$ 5,343	\$ 8,150	\$ 13,867	\$ 14,980	\$ 6,830	83.8%
82371 EMERGENCY RELIEF	\$ 38,089		\$ 103	\$ 100	\$ 106	\$ 3	2.9%
82372 UNITED WAY CAMPAIGN		\$ 222	\$ 515	\$ 250	\$ 530	\$ 15	2.9%
82373 RECRUITMENT	\$ 18		\$ 25	\$ 25	\$ 25	\$ -	0.0%



Appendix F: Budget by Accounts - General Fund

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Base 2016	Difference 15' vs. 16'	
						\$	%
82385 SPECIAL CENSUS	\$ 352	\$ 34,662	\$ -	\$ -	\$ -	\$ -	0.0%
82390 PUBLICATIONS, NON-TRAINING	\$ 31,672	\$ 42,440	\$ 31,915	\$ 36,813	\$ 40,261	\$ 8,346	26.2%
XNSP TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	\$ 257,508	\$ 336,157	\$ 273,228	\$ 280,419	\$ 362,707	\$ 89,479	32.7%
82410 ELECTRIC SERVICE	\$ 1,419,922	\$ 1,422,466	\$ 1,462,020	\$ 1,444,730	\$ 1,524,658	\$ 62,638	4.3%
82415 ELECTRIC SERVICE-STREETLIGHTS	\$ 401	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
82420 WATER & SEWER SERVICE	\$ 103,645	\$ 104,835	\$ 123,572	\$ 113,053	\$ 125,420	\$ 1,848	1.5%
82430 STORMWATER SERVICE	\$ 29,855	\$ 29,771	\$ 28,880	\$ 29,050	\$ 31,581	\$ 2,701	9.4%
82435 SOLID WASTE SERVICE	\$ 43,973	\$ 51,152	\$ 43,300	\$ 50,603	\$ 54,048	\$ 10,748	24.8%
82440 NATURAL GAS SERVICE	\$ 50,134	\$ 65,989	\$ 41,060	\$ 52,363	\$ 62,562	\$ 21,502	52.4%
82450 TELEPHONE SERVICE	\$ 69,030	\$ 90,015	\$ 73,059	\$ 86,290	\$ 96,342	\$ 23,283	31.9%
82451 800 MHZ ACCESS LINE SERVICE	\$ 21,564	\$ 35,835	\$ 23,305	\$ 33,532	\$ 56,450	\$ 33,145	142.2%
82455 CELLULAR TELEPHONE SERVICE	\$ 142,892	\$ 148,087	\$ 149,263	\$ 158,720	\$ 172,064	\$ 22,801	15.3%
82470 INTERNET & RELATED SERVICES	\$ 30,604	\$ 36,228	\$ 31,820	\$ 36,258	\$ 38,075	\$ 6,255	19.7%
82480 9-1-1 CHARGES	\$ 83,343	\$ 86,492	\$ 74,000	\$ 77,659	\$ 85,000	\$ 11,000	14.9%
82481 CDPD CHARGES	\$ 46,675	\$ 65,953	\$ 47,400	\$ 55,799	\$ 60,000	\$ 12,600	26.6%
82483 CONNECTION CHARGES	\$ 273	\$ -	\$ 2,000	\$ -	\$ -	\$ (2,000)	-100.0%
XUTIL TOTAL UTILITIES	\$ 2,042,311	\$ 2,136,823	\$ 2,099,679	\$ 2,138,057	\$ 2,306,200	\$ 206,521	9.8%
82510 COMPUTER SERVICES	\$ 1,502,263	\$ 1,257,961	\$ 1,454,325	\$ 1,557,395	\$ 1,460,530	\$ 6,205	0.4%
82520 LEGAL SERVICES	\$ 49,981	\$ 173,589	\$ 60,700	\$ 76,898	\$ 64,915	\$ 4,215	6.9%
82530 AUDIT SERVICES	\$ 24,000	\$ 24,250	\$ 24,500	\$ 38,750	\$ 47,500	\$ 23,000	93.9%
82540 ENGINEERING SERVICES	\$ 123,960	\$ 53,517	\$ 4,500	\$ 4,500	\$ 580,150	\$ 575,650	12792.2%
82550 AERIAL PHOTOGRAPHY / MAPPING SERVICES	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	0.0%
82560 CONSULTANT SERVICES	\$ 134,906	\$ 219,509	\$ 1,128,050	\$ 488,373	\$ 673,812	\$ (454,238)	-40.3%
82570 OTHER CONSULTANT / PASS THROUGH	\$ 1,122	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
82599 OTHER CONTRACTUAL SERVICES	\$ 139,489	\$ 128,026	\$ 141,450	\$ 160,445	\$ 183,653	\$ 42,203	29.8%
XCTS TOTAL CONTRACTUAL SERVICES	\$ 1,975,721	\$ 1,856,852	\$ 2,813,525	\$ 2,376,361	\$ 3,010,560	\$ 197,035	7.0%
82610 VEHICLE REPAIR & MAINTENANCE SERVICES	\$ 646,032	\$ 780,105	\$ 546,350	\$ 597,974	\$ 640,980	\$ 94,630	17.3%
82620 EQUIPMENT REPAIR & MAINTENANCE SERVICES	\$ 362,418	\$ 365,311	\$ 363,139	\$ 453,315	\$ 503,970	\$ 140,831	38.8%
82640 PAVING & REPAIR SERVICES	\$ 5,549	\$ 79,966	\$ 5,000	\$ -	\$ 5,000	\$ -	0.0%
82641 TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICE	\$ 8,198	\$ 27,140	\$ 13,500	\$ 13,500	\$ 13,500	\$ -	0.0%
82642 STREETLIGHT REPAIR & MAINTENANCE SERVICES	\$ 12,790	\$ 18,170	\$ 5,410	\$ 5,410	\$ 5,500	\$ 90	1.7%
82643 SIGN MAINTENANCE SERVICES	\$ 1,820	\$ 4,637	\$ 7,500	\$ 7,500	\$ 7,400	\$ (100)	-1.3%
82647 SIDEWALK REPAIR	\$ 26,215	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
82649 FIBER OPTIC SERVICE	\$ -	\$ 10,724	\$ -	\$ -	\$ -	\$ -	0.0%
82650 PARK & FIELD MAINTENANCE SERVICES	\$ 17,598	\$ 37,945	\$ 14,000	\$ 14,000	\$ 15,450	\$ 1,450	10.4%
82651 PARK & FIELD ELECTRICAL MAINTENANCE SERVICE	\$ 4,889	\$ 6,421	\$ 4,000	\$ 6,500	\$ 12,000	\$ 8,000	200.0%
82652 LANDSCAPING SERVICES	\$ 75,347	\$ 14,268	\$ 16,750	\$ 14,943	\$ 19,824	\$ 3,074	18.4%
82653 IRRIGATION SERVICES	\$ 488	\$ 10,484	\$ 5,530	\$ 5,650	\$ 6,055	\$ 525	9.5%
82654 GROUNDS MAINTENANCE SERVICES	\$ 10,342	\$ 2,390	\$ 4,600	\$ 1,600	\$ 7,253	\$ 2,653	57.7%
82655 TREE SERVICES	\$ 1,275	\$ 6,095	\$ 5,500	\$ 5,500	\$ 12,000	\$ 6,500	118.2%
82660 BUILDING REPAIR & MAINTENANCE SERVICES	\$ 342,322	\$ 510,576	\$ 729,140	\$ 327,756	\$ 625,780	\$ (103,360)	-14.2%
82699 OTHER REPAIR & MAINTENANCE SERVICES	\$ 12,650	\$ 32,491	\$ 5,950	\$ 3,248	\$ 7,000	\$ 1,050	17.6%
XRMSV TOTAL REPAIR & MAINTENANCE SERVICES	\$ 1,527,933	\$ 1,906,723	\$ 1,726,369	\$ 1,456,896	\$ 1,881,712	\$ 155,343	9.0%
82710 RETIREMENT SERVICES	\$ -	\$ 7,650	\$ -	\$ 6,025	\$ -	\$ -	0.0%
82720 TUITION ASSISTANCE PROGRAM	\$ 100,185	\$ 102,877	\$ 130,000	\$ 110,000	\$ 110,000	\$ (20,000)	-15.4%
82730 EMPLOYEE ASSISTANCE PROGRAM	\$ 14,179	\$ 14,638	\$ 16,000	\$ 16,000	\$ 20,000	\$ 4,000	25.0%
82740 EMPLOYEE WELLNESS PROGRAM	\$ 17,484	\$ 14,414	\$ 23,000	\$ 23,000	\$ 24,000	\$ 1,000	4.3%
82750 EMPLOYEE RECOGNITION/RECEPTIONS	\$ 26,112	\$ 26,384	\$ 33,776	\$ 34,787	\$ 39,187	\$ 5,411	16.0%
82760 SAFETY PROGRAMS	\$ 8,044	\$ 48,236	\$ 52,060	\$ 52,000	\$ 52,000	\$ (60)	-0.1%
82780 TRAINING, OUTSIDE	\$ 175,424	\$ 213,721	\$ 239,211	\$ 149,956	\$ 321,760	\$ 82,549	34.5%
82790 TRAINING, IN-HOUSE	\$ 55,087	\$ 20,671	\$ 62,930	\$ 59,994	\$ 73,150	\$ 10,220	16.2%
XEPG TOTAL EMPLOYEE PROGRAMS	\$ 396,515	\$ 448,591	\$ 556,977	\$ 451,762	\$ 640,097	\$ 83,120	14.9%
82810 REGISTRATIONS	\$ 105,639	\$ 85,760	\$ 118,607	\$ 98,391	\$ 141,265	\$ 22,658	19.1%
82820 GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)	\$ 23,130	\$ 18,587	\$ 24,842	\$ 22,992	\$ 24,297	\$ (545)	-2.2%
82830 AIR TRAVEL	\$ 30,933	\$ 23,955	\$ 53,239	\$ 43,218	\$ 64,057	\$ 10,818	20.3%
82840 LODGING	\$ 71,189	\$ 66,953	\$ 97,295	\$ 85,655	\$ 110,244	\$ 12,949	13.3%
82850 MEALS (OUTSIDE WILLIAMSON COUNTY)	\$ 16,474	\$ 14,032	\$ 36,321	\$ 29,386	\$ 45,541	\$ 9,220	25.4%
82890 OTHER TRAVEL EXPENSES	\$ 576	\$ 4,471	\$ 1,870	\$ 2,684	\$ 2,795	\$ 925	49.5%
XPDT TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	\$ 247,941	\$ 213,758	\$ 332,174	\$ 282,326	\$ 388,199	\$ 56,025	16.9%



Appendix F: Budget by Accounts - General Fund

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Base 2016	Difference 15' vs. 16'	
						\$	%
83110 OFFICE SUPPLIES	\$ 105,718	\$ 96,286	\$ 110,435	\$ 112,674	\$ 116,685	\$ 6,250	5.7%
83120 OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)	\$ 1,397	\$ 2,898	\$ 9,755	\$ 8,002	\$ 10,130	\$ 375	3.8%
83130 EMPLOYEE BENEVOLENCE ITEMS	\$ 3,725	\$ 3,498	\$ 4,632	\$ 5,185	\$ 4,720	\$ 88	1.9%
83140 MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	\$ 67,145	\$ 62,648	\$ 57,615	\$ 61,321	\$ 59,390	\$ 1,775	3.1%
XOFS TOTAL OFFICE SUPPLIES	\$ 177,985	\$ 165,330	\$ 182,437	\$ 187,182	\$ 190,925	\$ 8,488	4.7%
83210 TRAINING SUPPLIES	\$ 31,467	\$ 32,108	\$ 34,260	\$ 32,115	\$ 43,761	\$ 9,501	27.7%
83220 CHEMICALS & LAB SUPPLIES	\$ 175	\$ 443	\$ 1,000	\$ 1,575	\$ 1,000	\$ -	0.0%
83230 PARKS SUPPLIES	\$ 1,767	\$ (14,608)	\$ -	\$ -	\$ -	\$ -	0.0%
83240 MEDICAL SUPPLIES	\$ 22,563	\$ 35,074	\$ 24,750	\$ 24,309	\$ 26,932	\$ 2,182	8.8%
83250 SAFETY SUPPLIES	\$ 33,183	\$ 29,849	\$ 28,985	\$ 36,435	\$ 39,353	\$ 10,368	35.8%
83260 UNIFORMS PURCHASED	\$ 184,903	\$ 148,059	\$ 188,545	\$ 228,514	\$ 191,843	\$ 3,298	1.7%
83265 UNIFORMS, SPECIALIZED	\$ 108,453	\$ 151,923	\$ 94,800	\$ 129,264	\$ 99,100	\$ 4,300	4.5%
83270 CONSUMABLE TOOLS	\$ 14,527	\$ 16,121	\$ 18,865	\$ 23,147	\$ 21,960	\$ 3,095	16.4%
83280 FIREARMS & RELATED SUPPLIES	\$ -	\$ 45,526	\$ 40,000	\$ 44,655	\$ 40,800	\$ 800	2.0%
83281 AMMUNITION	\$ 114,581	\$ 108,922	\$ 75,000	\$ 76,423	\$ 76,500	\$ 1,500	2.0%
83282 EVIDENCE SUPPLIES	\$ 3,623	\$ 7,163	\$ 3,100	\$ 3,793	\$ 3,142	\$ 42	1.4%
83290 SOLID WASTE CONTAINERS	\$ 1,170	\$ 846	\$ 1,000	\$ 3,560	\$ 2,000	\$ 1,000	100.0%
83299 OTHER OPERATING SUPPLIES	\$ 114,677	\$ 125,345	\$ 86,650	\$ 102,368	\$ 87,127	\$ 477	0.6%
XOPS TOTAL OPERATING SUPPLIES	\$ 631,089	\$ 686,771	\$ 596,955	\$ 706,158	\$ 633,518	\$ 36,563	6.1%
83310 GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY)	\$ 657,436	\$ 653,029	\$ 679,196	\$ 505,901	\$ 594,741	\$ (84,455)	-12.4%
83315 FUEL HEDGING COSTS	\$ (75,910)	\$ (10,790)	\$ (30,000)	\$ 150,000	\$ -	\$ 30,000	-100.0%
83320 MILEAGE (INSIDE WILLIAMSON COUNTY)	\$ 1,132	\$ 9,760	\$ 1,775	\$ 1,499	\$ 2,020	\$ 245	13.8%
XFUEL TOTAL FUEL & MILEAGE	\$ 582,658	\$ 651,999	\$ 650,971	\$ 657,400	\$ 596,761	\$ (54,210)	-8.3%
83510 FURNITURE, FIXTURES (<\$25,000)	\$ 67,782	\$ 62,169	\$ 54,400	\$ 39,471	\$ 83,460	\$ 29,060	53.4%
83520 VEHICLES (<\$25,000)	\$ 63,040	\$ 36,597	\$ 320,275	\$ 115,054	\$ -	\$ (320,275)	-100.0%
83530 MACHINERY & EQUIPMENT (<\$25,000)	\$ 387,003	\$ 480,603	\$ 528,835	\$ 485,056	\$ 657,398	\$ 128,563	24.3%
83540 COMPUTER HARDWARE (<\$25,000)	\$ 294,517	\$ 574,962	\$ 441,515	\$ 393,105	\$ 715,680	\$ 274,165	62.1%
83550 COMPUTER SOFTWARE (<\$25,000)	\$ 280,640	\$ 230,898	\$ 165,350	\$ 163,061	\$ 108,980	\$ (56,370)	-34.1%
XMEU TOTAL MACHINERY & EQUIPMENT (<\$25,000)	\$ 1,092,982	\$ 1,385,229	\$ 1,510,375	\$ 1,195,747	\$ 1,565,518	\$ 55,143	3.7%
83610 VEHICLE PARTS & SUPPLIES	\$ 349,726	\$ 330,771	\$ 405,350	\$ 389,868	\$ 424,700	\$ 19,350	4.8%
83611 REIMBURSEMENT FOR FLEET MAINT	\$ (801,741)	\$ (882,754)	\$ (895,000)	\$ (1,030,766)	\$ (990,000)	\$ (95,000)	10.6%
83620 EQUIPMENT PARTS & SUPPLIES	\$ 310,006	\$ 399,601	\$ 325,500	\$ 437,077	\$ 432,597	\$ 107,097	32.9%
83630 FIRE HYDRANT SUPPLIES	\$ 6,944	\$ 3,451	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
83640 PAVING & REPAIR SUPPLIES	\$ 149,203	\$ 39,404	\$ 100,240	\$ 98,200	\$ 110,800	\$ 10,560	10.5%
83641 TRAFFIC SIGNAL PARTS & SUPPLIES	\$ (84,328)	\$ 253,559	\$ 76,750	\$ 76,750	\$ 123,850	\$ 47,100	61.4%
83642 STREETLIGHT PARTS & SUPPLIES	\$ 44,869	\$ 66,134	\$ 37,600	\$ 37,600	\$ 38,800	\$ 1,200	3.2%
83643 SIGN SUPPLIES	\$ 39,560	\$ (4,626)	\$ 30,885	\$ 30,785	\$ 31,480	\$ 595	1.9%
83644 TRAFFIC CALMING SUPPLIES	\$ 2,688	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
83647 SIDEWALK REPAIR SUPPLIES	\$ 272	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
83649 FIBER OPTIC SUPPLIES	\$ 1,218	\$ 343	\$ -	\$ -	\$ 130,000	\$ 130,000	0.0%
83650 PARK & FIELD MAINTENANCE SUPPLIES	\$ 65,507	\$ 81,387	\$ 68,000	\$ 68,000	\$ 70,000	\$ 2,000	2.9%
83651 PARK & FIELD ELECTRICAL SUPPLIES	\$ 8,115	\$ 6,953	\$ 8,500	\$ 8,500	\$ 8,760	\$ 260	3.1%
83652 LANDSCAPING SUPPLIES	\$ 57,593	\$ 70,997	\$ 84,346	\$ 77,900	\$ 110,050	\$ 25,704	30.5%
83653 IRRIGATION SUPPLIES	\$ 13,755	\$ 1,000	\$ 12,300	\$ 1,200	\$ 9,800	\$ (2,500)	-20.3%
83654 GROUNDS MAINTENANCE SUPPLIES	\$ 1,234	\$ 554	\$ 5,550	\$ 5,944	\$ 5,654	\$ 104	1.9%
83655 TREE SUPPLIES	\$ -	\$ 177	\$ 6,000	\$ 6,000	\$ 6,200	\$ 200	3.3%
83656 GRAFFITI REMOVAL SUPPLIES	\$ 501	\$ -	\$ 200	\$ 200	\$ 200	\$ -	0.0%
83660 BUILDING MAINTENANCE SUPPLIES	\$ 132,488	\$ 185,080	\$ 171,940	\$ 156,178	\$ 235,725	\$ 63,785	37.1%
83690 DOG PARK SUPPLIES	\$ (2,312)	\$ -	\$ -	\$ 750	\$ 1,500	\$ 1,500	100.0%
83699 OTHER REPAIR & MAINTENANCE PARTS & SUPPLIES	\$ 4,001	\$ 14,720	\$ 7,410	\$ 26,205	\$ 12,090	\$ 4,680	63.2%
XRMS TOTAL REPAIR & MAINTENANCE SUPPLIES	\$ 299,299	\$ 566,751	\$ 450,571	\$ 395,391	\$ 767,206	\$ 316,635	70.3%
84110 K-9 OPERATIONS	\$ 9,918	\$ 11,038	\$ 15,000	\$ 8,072	\$ 15,300	\$ 300	2.0%
84111 CID OPERATIONS	\$ 34,380	\$ 19,258	\$ 11,000	\$ 6,396	\$ 16,220	\$ 5,220	47.5%
84112 CID VICE OPERATIONS	\$ 718	\$ 226	\$ -	\$ 718	\$ -	\$ -	0.0%
84113 SRT OPERATIONS	\$ 16,672	\$ 14,424	\$ 12,500	\$ 15,809	\$ 12,750	\$ 250	2.0%
84117 INCIDENT COMMAND UNIT	\$ 1,258	\$ 1,567	\$ 2,000	\$ 3,762	\$ 2,040	\$ 40	2.0%
84118 SEX OFFENDER REGISTRY COSTS	\$ 791	\$ 882	\$ 400	\$ 1,055	\$ 408	\$ 8	2.0%
84119 LICENSE SEIZURE COSTS	\$ 8,071	\$ 2,790	\$ -	\$ 10,761	\$ -	\$ -	0.0%
84121 CENTURY COURT FIRING RANGE OPERATIONS	\$ 20,440	\$ 20,034	\$ 10,000	\$ 10,071	\$ 10,200	\$ 200	2.0%



Appendix F: Budget by Accounts - General Fund

	Actual 2013	Actual 2014	Budget 2015	Estd 2015	Base 2016	Difference 15' vs. 16'	
						\$	%
84122 CIRT OPERATIONS	\$ 17,348	\$ 15,970	\$ 15,000	\$ (2,080)	\$ 12,500	\$ (2,500)	-16.7%
84123 DIVE TEAM OPERATIONS	\$ 4,888	\$ 4,595	\$ 3,500	\$ 1,061	\$ 2,000	\$ (1,500)	-42.9%
84124 EXTRADITION EXPENSES	\$ 1,352	\$ 1,056	\$ 1,000	\$ 1,072	\$ 1,020	\$ 20	2.0%
84125 MOUNTED PATROL OPERATIONS	\$ -	\$ 1,402	\$ 1,000	\$ 328	\$ -	\$ (1,000)	-100.0%
84210 CENTURY COURT TRAINING CENTER OPERATIONS	\$ 14,160	\$ 3,308	\$ 10,000	\$ 5,000	\$ 10,000	\$ -	0.0%
84550 STUDIO PRODUCTION	\$ 9,025	\$ 4,847	\$ 4,000	\$ 4,000	\$ 4,100	\$ 100	2.5%
84620 TREE BANK COSTS	\$ -	\$ 16,638	\$ -	\$ -	\$ 156,049	\$ 156,049	100.0%
84920 2ND AVE PARKING GARAGE OPERATIONS	\$ -	\$ -	\$ 500	\$ 18,000	\$ 18,365	\$ 17,865	3573.0%
84930 4TH AVE PARKING GARAGE OPERATIONS	\$ 12,094	\$ -	\$ 500	\$ 500	\$ 515	\$ 15	3.0%
84950 GRANT PROGRAMS	\$ 223,011	\$ 51,400	\$ 310,839	\$ 103,409	\$ 321,839	\$ 11,000	3.5%
84951 ARRA#1 - JUSTICE ASSISTANCE	\$ 12,607	\$ -	\$ -	\$ 16,809	\$ -	\$ -	0.0%
XOPU TOTAL OPERATIONAL UNITS	\$ 386,733	\$ 169,435	\$ 397,239	\$ 204,743	\$ 583,306	\$ 186,067	46.8%
85110 PROPERTY INSURANCE	\$ 128,120	\$ 89,477	\$ 203,400	\$ 87,877	\$ 102,717	\$ (100,683)	-49.5%
85111 FRAUD INSURANCE	\$ 4,037	\$ -	\$ 34	\$ 1,740	\$ -	\$ (34)	-100.0%
85112 INLAND MARINE INSURANCE	\$ 57,646	\$ 74,740	\$ 71,508	\$ 76,289	\$ 82,937	\$ 11,429	16.0%
85113 AUTO PHYSICAL DAMAGE	\$ 22,456	\$ 21,632	\$ 9,618	\$ 19,818	\$ 21,142	\$ 11,524	119.8%
85115 LIABILITY INSURANCE	\$ 112,688	\$ 158,773	\$ 131,097	\$ 364,957	\$ 377,064	\$ 245,967	187.6%
85116 E&O LIABILITY INSURANCE	\$ 84,862	\$ 97,331	\$ 72,597	\$ 66,542	\$ 312	\$ (72,285)	-99.6%
85117 VEHICLE LIABILITY INSURANCE	\$ 133,178	\$ 180,708	\$ 148,348	\$ 190,824	\$ 185,154	\$ 36,806	24.8%
85118 LAW ENFORCEMENT LIABILITY INSURANCE	\$ 148,926	\$ 150,683	\$ 158,223	\$ 1,987	\$ 895	\$ (157,328)	-99.4%
85119 UMBRELLA LIABILITY	\$ 40,729	\$ -	\$ 23,735	\$ 36,248	\$ 32,380	\$ 8,645	36.4%
85120 PROPERTY DAMAGE COSTS	\$ 9,686	\$ (18,369)	\$ -	\$ 53,893	\$ 2,076	\$ 2,076	100.0%
85122 VEHICLE CLAIMS/DEDUCTIBLES	\$ 2,350	\$ -	\$ -	\$ 2,350	\$ -	\$ -	0.0%
85123 PHYSICAL DAMAGE CLAIMS/DEDUCTIBLES	\$ -	\$ -	\$ -	\$ (2,763)	\$ -	\$ -	0.0%
85125 LIABILITY CLAIMS/DEDUCTIBLES	\$ 4,216	\$ 13,899	\$ 11,529	\$ 23,683	\$ 12,105	\$ 576	5.0%
85127 VEHICLE LIABILITY CLAIMS/DEDUCTIBLES	\$ 14,134	\$ 29,529	\$ 6,269	\$ 12,653	\$ 11,045	\$ 4,776	76.2%
85128 LAW ENFORCEMENT LIABILITY CLAIMS/DEDUCTIB	\$ -	\$ 4,264	\$ 3,783	\$ 3,909	\$ 3,972	\$ 189	5.0%
85130 LEGAL SETTLEMENTS	\$ 91,000	\$ -	\$ -	\$ 91,000	\$ -	\$ -	0.0%
85133 LAW ENFORCEMENT SETTLEMENTS	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -	0.0%
85140 SURETY/NOTARY BONDS	\$ 871	\$ 287	\$ 903	\$ 953	\$ 1,100	\$ 197	21.8%
XPLC TOTAL PROPERTY & LIABILITY COSTS	\$ 869,899	\$ 802,954	\$ 841,044	\$ 1,046,960	\$ 832,899	\$ (8,145)	-1.0%
85210 BUILDING & OFFICE RENTAL	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	0.0%
85220 PROPERTY TAX-RENTAL PROPERTY	\$ 176	\$ -	\$ 330	\$ 330	\$ 450	\$ 120	36.4%
85240 EQUIPMENT RENTAL & LEASES	\$ 16,612	\$ 17,779	\$ 22,860	\$ 16,690	\$ 33,895	\$ 11,035	48.3%
85250 STORAGE RENTAL	\$ 6,378	\$ 5,677	\$ 5,650	\$ 4,651	\$ 5,253	\$ (397)	-7.0%
85260 VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY)	\$ -	\$ 160	\$ -	\$ -	\$ -	\$ -	0.0%
XPRENT TOTAL RENTALS	\$ 23,166	\$ 23,616	\$ 28,840	\$ 22,071	\$ 39,598	\$ 10,758	37.3%
85310 PERMITS	\$ 632	\$ 907	\$ 5,270	\$ 5,270	\$ 5,540	\$ 270	5.1%
85320 STATE FEES	\$ 10,513	\$ 11,412	\$ 17,545	\$ 18,235	\$ 20,175	\$ 2,630	15.0%
85325 FEDERAL FEES	\$ -	\$ 2,500	\$ 200	\$ 200	\$ 270	\$ 70	35.0%
85330 UTILITY DISTRICT FEES	\$ 119,005	\$ 125,570	\$ 140,777	\$ 160,000	\$ 54,300	\$ (86,477)	-61.4%
85340 RECORDING & FILING FEES	\$ 696	\$ 1,212	\$ 4,840	\$ 5,470	\$ 6,280	\$ 1,440	29.8%
XPERM TOTAL PERMITS	\$ 130,846	\$ 141,601	\$ 168,632	\$ 189,175	\$ 86,565	\$ (82,067)	-48.7%
85510 BANKING FEES	\$ 49,056	\$ 33,196	\$ 35,510	\$ 34,224	\$ 39,000	\$ 3,490	9.8%
85520 INVESTMENT FEES	\$ 29,940	\$ 35,112	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
85525 FINANCIAL ADVISOR FEES	\$ 16,088	\$ 16,224	\$ 16,500	\$ 16,000	\$ 16,500	\$ -	0.0%
85530 E-COMMERCE FEES	\$ 1,389	\$ 1,001	\$ 3,600	\$ 3,600	\$ 3,790	\$ 190	5.3%
85540 BILLING SERVICES	\$ 184,471	\$ 188,128	\$ 210,000	\$ 210,000	\$ 245,000	\$ 35,000	16.7%
85550 CASH SHORT/OVER	\$ 73	\$ 120	\$ 100	\$ 100	\$ 100	\$ -	0.0%
85555 PROPERTY TAX BILLING SERVICES	\$ -	\$ 113,232	\$ 115,500	\$ 115,616	\$ 121,700	\$ 6,200	5.4%
85560 PRIOR YEAR TAX WRITE-OFFS	\$ -	\$ 897	\$ -	\$ -	\$ -	\$ -	0.0%
85570 BAD DEBT EXPENSE (NET OF RECOVERIES)	\$ 5,778	\$ 7,937	\$ 5,000	\$ 7,000	\$ 7,400	\$ 2,400	48.0%
85580 LATE CHARGES	\$ 4,374	\$ 109	\$ -	\$ -	\$ -	\$ -	0.0%
85590 BOND COMPLIANCE	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	100.0%
XFLF TOTAL FINANCIAL FEES	\$ 291,169	\$ 395,956	\$ 416,210	\$ 417,040	\$ 463,990	\$ 47,780	11.5%
85990 MISCELLANEOUS	\$ 3,756	\$ 408,665	\$ 21,600	\$ 4,079	\$ 5,660	\$ (15,940)	-73.8%
XOBE TOTAL OTHER BUSINESS EXPENSES	\$ 3,756	\$ 408,665	\$ 21,600	\$ 4,079	\$ 5,660	\$ (15,940)	-73.8%
86600 LEASE/LOAN PRINCIPAL	\$ 783,063	\$ 1,046,540	\$ 2,039,163	\$ 1,670,391	\$ 2,132,606	\$ 93,443	4.6%
86700 LEASE/LOAN INTEREST	\$ 64,156	\$ 50,540	\$ 67,262	\$ 46,082	\$ 49,610	\$ (17,652)	-26.2%



Appendix F: Budget by Accounts - General Fund

		Actual 2013	Actual 2014	Budget 2015	Estd 2015	Base 2016	Difference 15' vs. 16'	
							\$	%
XDSV	TOTAL DEBT SERVICE	\$ 847,219	\$ 1,097,080	\$ 2,106,425	\$ 1,716,473	\$ 2,182,216	\$ 75,791	3.6%
	87110 CONTRACTED SERVICES	\$ 87,248	\$ 128,283	\$ 140,202	\$ 140,202	\$ 134,401	\$ (5,801)	-4.1%
	87120 APPROPRIATIONS TO GOVERNMENTS	\$ 180,172	\$ 186,134	\$ 187,272	\$ 187,272	\$ 192,839	\$ 5,567	3.0%
	87130 APPROPRIATIONS TO CIVIC ORGANIZATIONS	\$ 190,567	\$ 168,242	\$ 168,242	\$ 168,242	\$ 183,242	\$ 15,000	8.9%
XAPP	TOTAL APPROPRIATIONS	\$ 457,987	\$ 482,659	\$ 495,716	\$ 495,716	\$ 510,482	\$ 14,766	3.0%
	87510 REIMB OF INTERFUND SERVICES	\$ (2,297,740)	\$ (2,355,000)	\$ (2,575,478)	\$ (2,575,478)	\$ (2,597,247)	\$ (21,769)	0.8%
XREIMB	TOTAL INTERFUND SERVICES REIMBURSEMENT	\$ (2,297,740)	\$ (2,355,000)	\$ (2,575,478)	\$ (2,575,478)	\$ (2,597,247)	\$ (21,769)	0.8%
	88020 TRANSFER TO STREET AID & TRANSPORTATION	\$ 573,132	\$ 739,965	\$ -	\$ -	\$ -	\$ -	0.0%
	88030 TRANSFER TO SANITATION	\$ 728,483	\$ 1,208,148	\$ -	\$ 500,000	\$ -	\$ -	0.0%
	88040 TRANSFER TO ROAD IMPACT	\$ -	\$ 60,933	\$ -	\$ -	\$ -	\$ -	0.0%
	88085 TRANSFER TO IN LIEU OF PARKLAND FUND	\$ -	\$ -	\$ -	\$ 2,280,119	\$ -	\$ -	0.0%
	88090 TRANSFER TO TRANSIT FUND	\$ 414,350	\$ 843,182	\$ 669,208	\$ 669,208	\$ 543,569	\$ (125,639)	-18.8%
XTRAN	TOTAL TRANSFERS	\$ 1,715,965	\$ 2,852,228	\$ 669,208	\$ 3,449,327	\$ 543,569	\$ (125,639)	-18.8%
XOP	TOTAL OPERATIONS	\$ 11,965,082	\$ 14,688,938	\$ 14,142,893	\$ 15,440,550	\$ 15,361,179	\$ 1,218,286	8.6%
Capital								
	89110 LAND ACQUIRED	\$ 651,873	\$ 111,511	\$ -	\$ -	\$ -	\$ -	0.0%
XLAND	TOTAL LAND	\$ 651,873	\$ 111,511	\$ -	\$ -	\$ -	\$ -	0.0%
	89220 BUILDING DESIGN & CONSTRUCTION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
	89230 BUILDING IMPROVEMENTS	\$ -	\$ 2,400	\$ -	\$ -	\$ 46,350	\$ 46,350	0.0%
XBLDG	TOTAL BUILDINGS	\$ -	\$ 2,400	\$ -	\$ -	\$ 46,350	\$ 46,350	0.0%
	89310 PARKS & RECREATION FACILITIES	\$ 136,165	\$ 62,338	\$ -	\$ -	\$ 26,000	\$ 26,000	100.0%
XIMPR	TOTAL IMPROVEMENTS	\$ 136,165	\$ 62,338	\$ -	\$ -	\$ 26,000	\$ 26,000	100.0%
	89460 SIDEWALKS	\$ -	\$ 29,255	\$ -	\$ 22,000	\$ -	\$ -	0.0%
	89470 TRAFFIC SIGNALS	\$ 16,268	\$ 15,791	\$ 42,500	\$ 83,419	\$ -	\$ (42,500)	-100.0%
	89480 STREETLIGHTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
XINFR	TOTAL INFRASTRUCTURE	\$ 16,268	\$ 45,046	\$ 42,500	\$ 105,419	\$ -	\$ (42,500)	-100.0%
	89520 VEHICLES (>\$25,000)	\$ 28,451	\$ -	\$ 28,000	\$ 93,849	\$ -	\$ (28,000)	-100.0%
	89530 MACHINERY & EQUIPMENT (>\$25,000)	\$ 142,296	\$ 246,544	\$ 1,747,000	\$ 318,150	\$ 2,216,850	\$ 469,850	26.9%
	89531 MACHINERY & EQUIPMENT (>\$25,000) NON-GRAN	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	0.0%
	89532 MACHINERY & EQUIPMENT (>\$25,000) GRANT	\$ 510,988	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
	89540 COMPUTER HARDWARE (>\$25,000)	\$ -	\$ 41,675	\$ -	\$ -	\$ -	\$ -	0.0%
	89550 COMPUTER SOFTWARE (>\$25,000)	\$ -	\$ 937,177	\$ 100,000	\$ 57,638	\$ 84,500	\$ (15,500)	-15.5%
XMEO	TOTAL MACHINERY & EQUIPMENT (>\$25,000)	\$ 681,735	\$ 1,226,596	\$ 1,875,000	\$ 469,637	\$ 2,301,350	\$ 426,350	22.7%
XCAP	TOTAL CAPITAL	\$ 1,486,041	\$ 1,447,891	\$ 1,917,500	\$ 575,056	\$ 2,373,700	\$ 456,200	23.8%
XTOT	TOTAL EXPENDITURES	\$ 49,798,581	\$ 53,094,171	\$ 56,134,703	\$ 54,308,266	\$ 59,886,344	\$ 3,751,641	6.7%



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee
FY 2016 Operating Budget

Appendix G: Program Enhancement Request Summary

	Requests	Compensation	Benefits	Expenses	Total	Funded
Parks	32	\$ 248,312	\$ 82,786	\$ 3,351,557	\$ 3,682,655	\$ 1,110,829
		(+/- 7.5 FTE)				(+ 5.5 FTE)
Sanitation & Environmental Services	23	\$ (1,096)	\$ (329)	\$ 2,528,071	\$ 2,526,646	\$ 639,842
		(0 FTE)				
Fire	17	\$ 907,127	\$ 272,139	\$ 1,904,443	\$ 3,083,709	\$ 599,900
		(+18 FTE)				
Police	13	\$ 48,842	\$ 31,811	\$ 1,485,120	\$ 1,565,773	\$ 1,165,475
		(+1 FTE)				(+1 FTE)
Streets - Maintenance	5	\$ 2,700	\$ -	\$ 670,810	\$ 673,510	\$ 102,510
		(0 FTE)				
Streets - Fleet	5	\$ 40,355	\$ 19,844	\$ 76,500	\$ 136,699	\$ 8,000
		(+1 FTE)				
Streets - Traffic	4	\$ 2,900	\$ 870	\$ 60,775	\$ 64,545	\$ 19,000
		(0 FTE)				
Engineering	4	\$ 62,446	\$ 16,262	\$ 76,245	\$ 154,953	\$ -
		(+1 FTE)				
TOC	3	\$ -	\$ -	\$ 405,000	\$ 405,000	\$ 5,000
		(0 FTE)				
Stormwater - Traffic	4	\$ 3,000	\$ -	\$ 442,592	\$ 445,592	\$ 442,592
		(0 FTE)				
Stormwater - Engineering	5	\$ 106,046	\$ 28,200	\$ 294,754	\$ 429,000	\$ 335,523
		(+1 FTE)				(+ 1 FTE)
Building & Neighborhood Services	5	\$ 72,667	\$ 21,800	\$ 150,148	\$ 244,615	\$ 99,364
		(+1.5 FTE)				(+ 1 FTE)
Planning & Sustainability	5	\$ -	\$ -	\$ 54,420	\$ 54,420	\$ 12,720
		TBD				
Administration	2	\$ -	\$ -	\$ 72,440	\$ 72,440	\$ 72,440
		(0 FTE)				
Communications	1	\$ 21,645	\$ 6,494	\$ 675	\$ 28,139	\$ 28,139
		(+5 FTE)				(+5 FTE)
City Court	2	\$ -	\$ -	\$ 253,300	\$ 253,300	\$ 253,300
		(0 FTE)				
Project & Facilities Management	18	\$ -	\$ -	\$ 507,165	\$ 507,165	\$ 300,000
		(0 FTE)				
Purchasing	5	\$ 25,210	\$ 6,033	\$ 11,875	\$ 43,118	\$ 5,100
		(+5 FTE)				
Information Technology	6	\$ 36,266	\$ 7,229	\$ 602,575	\$ 646,070	\$ 298,200
		(+5 FTE)				
Law	1	\$ 7,447	\$ -	\$ -	\$ 7,447	\$ 7,447
Finance	2	\$ 58,000	\$ 17,400	\$ 10,800	\$ 86,200	\$ -
		(+1 FTE)				
Human Resources	2	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 30,000
Appropriations	3	\$ -	\$ -	\$ 26,874	\$ 26,874	\$ 15,000
Other	2	\$ 25,316	\$ 10,850	\$ 1,664,278	\$ 1,700,443	\$ 1,690,455
		(+1 FTE)				
Total All Departments	169	\$ 1,667,183	\$ 521,388	\$ 14,700,417	\$ 16,888,313	\$ 7,240,836
		(+35.5 FTE)				(+ 9 FTE)



City of Franklin, Tennessee
FY 2016 Operating Budget

Appendix G: Program Enhancement Requests

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Parks						
1	Parks Tree Worker- Full Time (2)	\$ 27,640	\$ 16,584	\$ 9,320	\$ 53,544	\$ 53,544
2	Athletics Worker- Full Time	\$ 29,235	\$ 8,770	\$ 149,333	\$ 187,338	\$ 187,338
3	Parks Grounds Worker - Full-Time	\$ 27,819	\$ 8,346	\$ 68,641	\$ 104,806	\$ 78,306
4	Parks Facilities Worker- Full Time	\$ 27,939	\$ 8,382	\$ 31,520	\$ 67,841	\$ 67,841
5	Parks Maintenance Worker - Full-Time	\$ 27,979	\$ 8,394	\$ 5,156	\$ 41,529	\$ -
6	Landscape Crew Chief- Full Time	\$ 40,349	\$ 12,105	\$ 42,498	\$ 94,952	\$ -
7	Athletics Worker- Seasonal	\$ 21,083	\$ 6,325	\$ 4,125	\$ 31,533	\$ -
8	Parks Facilities Worker- Part Time	\$ 20,148	\$ 6,044	\$ 4,408	\$ 30,600	\$ 30,600
9	Parks Programming Specialist- Part Time	\$ 26,120	\$ 7,836	\$ 42,091	\$ 76,047	\$ -
10	Aspen Grove-Spencer Creek Trail Connection	\$ -	\$ -	\$ 700,000	\$ 700,000	\$ -
11	Pinkerton Park Pedestrian Bridge	\$ -	\$ -	\$ 16,000	\$ 16,000	\$ -
12	Eastern Flank Rock Wall Completion			\$ 55,000	\$ 55,000	\$ 55,000
13	Bicentennial Park Pavilion & Environmental Project	\$ -	\$ -	\$ 638,200	\$ 638,200	\$ 638,200
14	Historic Hayes Home Restoration Project	\$ -	\$ -	\$ 425,000	\$ 425,000	\$ -
15	Ford Escape	\$ -	\$ -	\$ 31,138	\$ 31,138	\$ -
16	Harlinsdale Farm Main Barn Project	\$ -	\$ -	\$ 600,000	\$ 600,000	\$ -
17	Bobcat	\$ -	\$ -	\$ 54,950	\$ 54,950	\$ -
18	Replacement Fencing at Cowboys Football Complex	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ -
19	Eastern Flank Rental Facility Exterior Painting	\$ -	\$ -	\$ 18,650	\$ 18,650	\$ -
20	Electricity & Steel Beams for Scoreboards	\$ -	\$ -	\$ 27,500	\$ 27,500	\$ -
21	Forklift	\$ -	\$ -	\$ 24,311	\$ 24,311	\$ -
22	Turbine Blower	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ -
23	Eastern Flank Battlefield Fiber Project	\$ -	\$ -	\$ 49,546	\$ 49,546	\$ -
24	Groundmaster Mower (REPLACEMENT)	\$ -	\$ -	\$ 28,000	\$ 28,000	\$ -
25	Historic Cemetery Restoration	\$ -	\$ -	\$ 29,500	\$ 29,500	\$ -
26	Eastern Flank Furnishings	\$ -	\$ -	\$ 39,430	\$ 39,430	\$ -
27	Chemical Sprayer	\$ -	\$ -	\$ 14,000	\$ 14,000	\$ -
28	Harlinsdale Manor Trail Connection	\$ -	\$ -	\$ 65,000	\$ 65,000	\$ -
29	Harlinsdale - 6 Passenger ATV	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -
30	Multi-purpose field renovation at Liberty Park	\$ -	\$ -	\$ 55,000	\$ 55,000	\$ -
31	Carter Hill Fencing	\$ -	\$ -	\$ 36,550	\$ 36,550	\$ -
32	Harlinsdale Perimeter Fencing	\$ -	\$ -	\$ 24,190	\$ 24,190	\$ -
Total		\$ 248,312	\$ 82,786	\$ 3,351,557	\$ 3,682,655	\$ 1,110,829

(+/- 7.5 FTE)

Sanitation and Environmental Services

1	Facilities Maintenance Worker/HHW Drop-off Site Attendant	\$ (31,096)	\$ (9,329)	\$ 20,000	\$ (20,425)	\$ (20,425)
2	Customer Service Technician	\$ 30,000	\$ 9,000	\$ 850	\$ 39,850	\$ 39,850
3	Replace HVAC Unit - Main Building			\$ 26,500	\$ 26,500	\$ 26,500
4	Add Automated Front-End Load Truck w/Curotto Can			\$ 314,952	\$ 314,952	\$ 314,952
5	Replacement - Automated Side Load Truck			\$ 278,965	\$ 278,965	\$ 278,965
6	BOPAE Drop-off Facility			\$ 229,000	\$ 229,000	\$ -
7	Replace two (2) 8-yard Mini-Pack Trucks w/20-yard Rear Load Truck			\$ 195,524	\$ 195,524	\$ -
8	Add Pick-up Truck w/Insert and Cart Lifter (1 of 2)			\$ 45,032	\$ 45,032	\$ -
9	Add Pick-Up Truck w/Insert and Cart Lifter (2 of 2)			\$ 45,032	\$ 45,032	\$ -



City of Franklin, Tennessee

FY 2016 Operating Budget

Appendix G: Program Enhancement Requests

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
10	Replace Pick-Up w/ SUV			\$ 36,108	\$ 36,108	\$ -
11	Replace two (2) 8-yard Mini Pack Trucks w/13-yard Rear Load Truck			\$ 156,618	\$ 156,618	\$ -
12	Rollout Container Cart Blaster			\$ 4,919	\$ 4,919	\$ -
13	Pressure Wash Building - inside & outside			\$ 14,000	\$ 14,000	\$ -
14	LED Lighting - Transfer Station			\$ 27,251	\$ 27,251	\$ -
15	LED Lighting - Truck Shed Area			\$ 39,610	\$ 39,610	\$ -
16	Add Yard Tractor			\$ 119,433	\$ 119,433	\$ -
17	2016 Waste Expo Conference			\$ 2,750	\$ 2,750	\$ -
18	TDEC State Conference			\$ 1,070	\$ 1,070	\$ -
19	Accreditation Field Trip			\$ 425	\$ 425	\$ -
20	PROJECT - Long-term Plan for Alternative Disposal Options			\$ 15,000	\$ 15,000	\$ -
21	Asphalt Replacement with Concrete			\$ 162,032	\$ 162,032	\$ -
22	Replace Wheel Loader			\$ 232,000	\$ 232,000	\$ -
23	Asphalt Replacement - Municipal Services Complex			\$ 561,000	\$ 561,000	\$ -
Total		\$ (1,096)	\$ (329)	\$ 2,528,071	\$ 2,526,646	\$ 639,842

Fire

1A	12 New Hires for Station 7	\$ 530,412	\$ 159,124	\$ 76,583	\$ 766,119	\$ -
1B	Engine for Station 7 (FAC TAX)	\$ -	\$ -	\$ 552,000	\$ 552,000	\$ -
2A	Three Additional Battalion Chief Positions	\$ 241,470	\$ 72,441	\$ 16,850	\$ 330,761	\$ -
2B	Additional Battalion Chief Vehicle and Equipment (FAC TAX)			\$ 62,450	\$ 62,450	\$ -
3	Fiscal Manager	\$ 56,036	\$ 16,811	\$ 1,500	\$ 74,347	\$ -
4	Funding 2 remaining unfunded fire fighter positions	\$ 79,209	\$ 23,763	\$ 18,157	\$ 121,129	\$ -
5A	Personal Emergency Bail Out System	\$ -	\$ -	\$ 89,900	\$ 89,900	\$ 89,900
5B	SCBA Replacement Waistbelts	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -
6	Mobile Radio Straps	\$ -	\$ -	\$ 5,200	\$ 5,200	\$ -
7	Live Fire Training Prop Overhaul	\$ -	\$ -	\$ 130,000	\$ 130,000	\$ -
8	Technical Rescue Equipment (FAX TAX)	\$ -	\$ -	\$ 130,000	\$ 130,000	\$ -
9	Rope Rescue Equipment	\$ -	\$ -	\$ 13,000	\$ 13,000	\$ -
10	Training Center Addition (FAC TAX)	\$ -	\$ -	\$ 139,043	\$ 139,043	\$ -
11	SCBA Cylinder Additions	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -
12	SCBA Replacement	\$ -	\$ -	\$ 510,000	\$ 510,000	\$ 510,000
13	Station 4 Kitchen Remodel	\$ -	\$ -	\$ 48,000	\$ 48,000	\$ -
14	Portable Radios and Earpieces for Bike Team	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -
15	Apparatus Vehicle Camera System	\$ -	\$ -	\$ 22,260	\$ 22,260	\$ -
16	Roof Ventilation Simulator	\$ -	\$ -	\$ 6,500	\$ 6,500	\$ -
17	Large Highway Vehicle Stabilization Kit	\$ -	\$ -	\$ 13,000	\$ 13,000	\$ -
Total		\$ 907,127	\$ 272,139	\$ 1,904,443	\$ 3,083,709	\$ 599,900

(+18 FTE)

Police

1	TEN MARKED PATROL UNIT DODGE CHARGER	\$ -	\$ -	\$ 533,200	\$ 533,200	\$ 533,200
2	BUDGET LINE 82610 VEHICLE REPAIR AND MAINTENANCE	\$ -	\$ -	\$ 110,000	\$ 110,000	\$ -
3	In car digital cameras	\$ -	\$ -	\$ 248,650	\$ 248,650	\$ 248,650
4	THREE UNMARKED CID UNIT DODGE DURANGO	\$ -	\$ -	\$ 103,560	\$ 103,560	\$ -
5	K-9 REPLACEMENT	\$ -	\$ -	\$ 11,000	\$ 11,000	\$ -
6	New Field Ops Captain	\$ 8,575	\$ -	\$ -	\$ 8,575	\$ 8,575



City of Franklin, Tennessee
FY 2016 Operating Budget

Appendix G: Program Enhancement Requests

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
7	Reclass Traffic Sgt to Lt	\$ 7,623	\$ -	\$ -	\$ 7,623	
8	Reclass PIO Sgt to Lt	\$ 7,623	\$ -	\$ -	\$ 7,623	
9	Reclass Officer to Communications Sgt	\$ (24,979)	\$ 16,811	\$ -	\$ (8,168)	
10	ONE MARKED K9 PATROL UNIT CHEVY TAHOE	\$ -	\$ -	\$ 56,120	\$ 56,120	\$ -
11	TWO UNMARKED ADMIN VEHICLES DODGE DURANGO	\$ -	\$ -	\$ 69,040	\$ 69,040	\$ -
12	SWAT (SRT) COMMUNICATIONS	\$ -	\$ -	\$ 11,000	\$ 11,000	\$ -
13	Body Camera Implementation- 110 Cameras	\$ 50,000	\$ 15,000	\$ 342,550	\$ 407,550	\$ 375,050
Total		\$ 48,842	\$ 31,811	\$ 1,485,120	\$ 1,565,773	\$ 1,165,475

(+1 FTE)

Streets - Maintenance

1	Street Supervisor Reclassification	\$ 2,700	\$ -	\$ -	\$ 2,700	\$ -
2	Single Axle Dump Truck	\$ -	\$ -	\$ 102,510	\$ 102,510	\$ 102,510
3	Pick-Up Truck	\$ -	\$ -	\$ 34,150	\$ 34,150	\$ -
4	Landscape Truck	\$ -	\$ -	\$ 34,150	\$ 34,150	\$ -
5	Compost Land Acquisition	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -
Total		\$ 2,700	\$ -	\$ 670,810	\$ 673,510	\$ 102,510

Streets - Fleet

1	Administrative Assistant	\$ 12,275	\$ 11,420	\$ -	\$ 23,695	\$ -
2	Part-Time Parts Specialist	\$ 28,080	\$ 8,424	\$ -	\$ 36,504	\$ -
3	Machinery & Equipment	\$ -	\$ -	\$ 76,500	\$ 76,500	\$ 8,000
Total		\$ 40,355	\$ 19,844	\$ 76,500	\$ 136,699	\$ 8,000

(+1 FTE)

Streets - Traffic

1	Sign Design Technician	\$ 2,900	\$ 870	\$ -	\$ 3,770	\$ -
2	Pick-Up Truck	\$ -	\$ -	\$ 33,975	\$ 33,975	\$ -
3	Pole Trailer	\$ -	\$ -	\$ 7,800	\$ 7,800	\$ -
4	Banner Production Machine	\$ -	\$ -	\$ 19,000	\$ 19,000	\$ 19,000
Total		\$ 2,900	\$ 870	\$ 60,775	\$ 64,545	\$ 19,000

Engineering

1	Engineering Promotions	\$ 8,241	\$ -	\$ -	\$ 8,241	\$ -
2	Office Furniture	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -
3	Senior CIP Inspector	\$ 54,205	\$ 16,262	\$ 31,245	\$ 101,712	\$ -
4	Surveying & Testing	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ -
Total		\$ 62,446	\$ 16,262	\$ 76,245	\$ 154,953	\$ -

(+1 FTE)

TOC

1	Miovision Camera	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
2	Downtown Circulation & Parking Study	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -
3	Carothers S. & Goose Creek ITS Ext. Project	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -
Total		\$ -	\$ -	\$ 405,000	\$ 405,000	\$ 5,000

Stormwater - Streets



City of Franklin, Tennessee
FY 2016 Operating Budget

Appendix G: Program Enhancement Requests

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
1	Street Crew Reclassification	\$ 3,000	\$ -	\$ -	\$ 3,000	\$ -
2	Self Contained Leaf Vacuum	\$ -	\$ -	\$ 175,510	\$ 175,510	\$ 175,510
3	Utility Truck	\$ -	\$ -	\$ 59,350	\$ 59,350	\$ 59,350
4	Street Sweeper	\$ -	\$ -	\$ 207,732	\$ 207,732	\$ 207,732
Total		\$ 3,000	\$ -	\$ 442,592	\$ 445,592	\$ 442,592

Stormwater - Engineering

1	New Truck	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
2	Water Quality Specialist I	\$ 47,000	\$ 14,100	\$ 32,377	\$ 93,477	\$ 93,477
3	Harpeth River Restoration Project WWTP	\$ -	\$ -	\$ 125,000	\$ 125,000	\$ 125,000
4	Water Quality Specialist I	\$ 47,000	\$ 14,100	\$ 32,377	\$ 93,477	\$ -
5	Adams Street Drainage Project	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ 80,000
6	Water Quality Specialist I Reclassifications (2)	\$ 12,046	\$ -	\$ -	\$ 12,046	\$ 12,046
Total		\$ 106,046	\$ 28,200	\$ 294,754	\$ 429,000	\$ 335,523

(+2 FTE)

Building & Neighborhood Services

1	Vehicle Replacement (x3)	\$ -	\$ -	\$ 63,500	\$ 63,500	\$ -
2	New Position - Plans Examiner I	\$ 52,089	\$ 15,627	\$ 1,648	\$ 69,364	\$ 69,364
3	Software Consulting	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
4	One Stop Shop - Phase II	\$ -	\$ -	\$ 55,000	\$ 55,000	\$ -
5	New Position - PT Admin. Assistant	\$ 20,578	\$ 6,173	\$ -	\$ 26,751	\$ -
Total		\$ 72,667	\$ 21,800	\$ 150,148	\$ 244,615	\$ 99,364

(+1.5 FTE)

Planning & Sustainability

1	Color Copier Replacement	*fund in 2015				\$ -
2	Sketch-Up Computer Software	\$ -	\$ -	\$ 4,720	\$ 4,720	\$ 4,720
3	Historic District Review	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ 8,000
4	Municode	\$ -	\$ -	\$ 19,700	\$ 19,700	\$ -
5	Additional Vehicle	\$ -	\$ -	\$ 22,000	\$ 22,000	\$ -
Total		\$ -	\$ -	\$ 54,420	\$ 54,420	\$ 12,720

Administration (Administration Division, Communications, Capital Investment Planning)

1 (Admin)	Pool Car	\$ -	\$ -	\$ 22,440	\$ 22,440	\$ 22,440
2 (Admin)	Citizen Survey	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
1 (Comm.)	Full-Time Digital Media Specialist	\$ 21,645	\$ 6,494	\$ 675	\$ 28,139	\$ 28,139
Total		\$ 21,645	\$ 6,494	\$ 73,115	\$ 100,579	\$ 100,579

(+.5FTE)

City Court

1	Laptop	*fund in 2015				\$ -
2	E-ticketing	\$ -	\$ -	\$ 253,300	\$ 253,300	\$ 253,300
Total		\$ -	\$ -	\$ 253,300	\$ 253,300	\$ 253,300

(0 FTE)



City of Franklin, Tennessee

FY 2016 Operating Budget

Appendix G: Program Enhancement Requests

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Project & Facilities Management						
	City Hall Architectural Services	\$ -	\$ -	\$ 225,000	\$ 225,000	\$ 225,000
	City Hall Additional Access Control Systems	\$ -	\$ -	\$ 54,000	\$ 54,000	
	City Hall Administration Office Upgrade	\$ -	\$ -	\$ 34,600	\$ 34,600	
	City Hall Boardroom Upgrade	\$ -	\$ -	\$ 19,850	\$ 19,850	
	City Hall Finance Office Remodel/Upgrades	\$ -	\$ -	\$ 45,360	\$ 45,360	
	City Hall HR Office Remodel/Upgrades	\$ -	\$ -	\$ 29,895	\$ 29,895	
	City Hall Planning Dept. Upgrades	\$ -	\$ -	\$ 59,785	\$ 59,785	
	City Hall Revenue Dept. Upgrades	\$ -	\$ -	\$ 34,075	\$ 34,075	
	Fire Painting of Fire Training Towers	\$ -	\$ -	\$ 23,500	\$ 23,500	
	Fire Painting of Exterior Station 2	\$ -	\$ -	\$ 3,900	\$ 3,900	\$ 75,000
	Fire Painting Station 5 Exterior	\$ -	\$ -	\$ 3,000	\$ 3,000	
	Fire Painting of Station 5 Interior	\$ -	\$ -	\$ 2,200	\$ 2,200	
	Police COF PD Community Room Enhancement	\$ -	\$ -	\$ 7,500	\$ 7,500	
	Police Replace PD Community Room Furniture	\$ -	\$ -	\$ 39,000	\$ 39,000	
	Police Install Lettering to Front of PD Facility	\$ -	\$ -	\$ 15,000	\$ 15,000	
	Police Headquarters Camera Changeout Program	\$ -	\$ -	\$ 84,000	\$ 84,000	
	Police Misc. Painting of Common Areas at PD	\$ -	\$ -	\$ 14,500	\$ 14,500	
	2nd Ave Parking Lights Retro	\$ -	\$ -	\$ 37,000	\$ 37,000	
Total		\$ -	\$ -	\$ 507,165	\$ 507,165	\$ 300,000

(0 FTE)

Purchasing

1	Purchasing Analyst (Reclassification)	\$ 5,100	\$ -	\$ -	\$ 5,100	\$ 5,100
2	Quarterly Updates to Spend Analysis	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ -
3	Software for Tracking Certificates of Insurance	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -
4	Satisfaction Surveys of Departments and Vendors	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -
5	Part-Time Purchasing Specialist	\$ 20,110	\$ 6,033	\$ 6,375	\$ 32,518	\$ -
Total		\$ 25,210	\$ 6,033	\$ 11,875	\$ 43,118	\$ 5,100

(+.5 FTE)

Information Technology

	IT Hardware	\$ -	\$ -	\$ 123,200	\$ 123,200	\$ 123,200
	IT Software	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ 45,000
	IT Fiber Upgrades/Extensions	\$ -	\$ -	\$ 378,000	\$ 378,000	\$ 130,000
	Vehicles	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -
	Add Part-Time Network Technician I	\$ 24,097	\$ 7,229	\$ 6,375	\$ 37,701	\$ -
	Reclassification - IS Analyst II	\$ 12,169	\$ -	\$ -	\$ 12,169	\$ -
Total		\$ 36,266	\$ 7,229	\$ 602,575	\$ 646,070	\$ 298,200

(+.5FTE)

Law

	Assistant City Attorney - Reclassification	\$ 7,447	\$ -	\$ -	\$ 7,447	\$ 7,447
Total		\$ 7,447	\$ -	\$ -	\$ 7,447	\$ 7,447

Finance



City of Franklin, Tennessee
FY 2016 Operating Budget

Appendix G: Program Enhancement Requests

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
1	Additional Personnel - Financial Manager or Analyst	\$ 58,000	\$ 17,400	\$ 800	\$ 76,200	\$ -
2	Finance Remodel/Upgrade - Furnishings/Equipment		\$ -	\$ 10,000	\$ 10,000	\$ -
Total		\$ 58,000	\$ 17,400	\$ 10,800	\$ 86,200	\$ -

(+1 FTE)

Human Resources

1	Performance Management Software	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
2	Furniture & Furnishings	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -
Total		\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 30,000

Appropriations

1	Additional Requests	\$ -	\$ -	\$ 26,874	\$ 26,874	\$ 15,000
Total		\$ -	\$ -	\$ 26,874	\$ 26,874	\$ 15,000

Other

1	Carter Hill/Battle of Franklin Park	\$ 25,316	\$ 10,850	\$ 1,639,278	\$ 1,675,443	\$ 1,665,455
2	Innovation Team Funding	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
Total		\$ 25,316	\$ 10,850	\$ 1,664,278	\$ 1,700,443	\$ 1,690,455

(+1 FTE)

Total All Departments		\$ 1,667,183	\$ 521,388	\$ 14,700,417	\$ 16,888,313	\$ 7,240,836
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(+35.5 FTE)

Funding Sources

	Compensation	Benefits	Expenses	Total	
General	\$ 1,533,917	\$ 482,668	\$ 8,024,243	\$ 10,076,318	\$ 3,513,389
Facilities	\$ -	\$ -	\$ 1,302,991	\$ 1,302,991	\$ 314,952
Hotel/Motel	\$ 25,316	\$ 10,850	\$ 2,422,718	\$ 2,422,718	\$ 2,309,490
Sanitation	\$ (1,096)	\$ (329)	\$ 2,213,119	\$ 2,211,694	\$ 324,890
Stormwater	\$ 109,046	\$ 28,200	\$ 737,346	\$ 874,592	\$ 778,115
All Program Enhancements	\$ 1,667,183	\$ 521,388	\$ 14,700,417	\$ 16,888,313	\$ 7,240,836



City of Franklin, Tennessee
FY 2016 Operating Budget

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City of Franklin, Tennessee
FY 2016 Operating Budget

Appendix H: Pay Scale - All Positions

as of August 2014

The following table provides the most current pay scale for all City of Franklin employees. (last updated August 2014).

ANNUAL
 PAY RANGE

YRLY NEW

CODE	JOB TITLE	DEPT	SPVSR	EVAL #	EEO	HOURS	GRADE	Min	1st Quartile	Mid	3rd Quartile	Max
1007	CITY ADMINISTRATOR	ADM	SPVSR	27	Official/Adm	EX	P	\$ 143,778	\$ 156,465	\$ 169,151	\$ 186,066	\$ 202,981
								\$69.13	\$75.23	\$81.33	\$89.46	\$97.59
								\$5,529.94	\$6,017.88	\$6,505.81	\$7,156.39	\$7,806.97
	NONE	NONE					O	\$ 127,803	\$ 139,079	\$ 150,356	\$ 165,392	\$ 180,427
								\$61.45	\$66.87	\$72.29	\$79.52	\$86.75
								\$4,915.49	\$5,349.21	\$5,782.93	\$6,361.22	\$6,939.51
1045	ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	PLANNING	SPVSR	27	Official/Adm	EX	N	\$ 113,603	\$ 123,626	\$ 133,650	\$ 147,015	\$ 160,380
1037	ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	FINANCE	SPVSR	27	Official/Adm	EX	N	\$54.62	\$59.44	\$64.26	\$70.69	\$77.11
								\$4,369.33	\$4,754.86	\$5,140.39	\$5,654.43	\$6,168.47
1812	CHIEF OF POLICE	POLICE	SPVSR	27	Official/Adm	EX	M	\$ 100,980	\$ 109,890	\$ 118,800	\$ 130,680	\$ 142,560
1042	CIP EXECUTIVE/CITY ENGINEER	ADM-CIP	SPVSR	27	Official/Adm	EX	M	\$48.55	\$52.84	\$57.12	\$62.83	\$68.54
1033	CITY ATTORNEY	LEGAL	SPVSR	27	Official/Adm	EX	M	\$3,883.85	\$4,226.54	\$4,569.24	\$5,026.16	\$5,483.08
1201	DIRECTOR OF ENGINEERING	ENG	SPVSR	27	Official/Adm	EX	L	\$ 89,760	\$ 97,680	\$ 105,600	\$ 116,160	\$ 126,720
2307	DIRECTOR OF WATER MANAGEMENT	WATER-WA	SPVSR	27	Official/Adm	EX	L	\$43.16	\$46.97	\$50.77	\$55.85	\$60.93
1406	FIRE CHIEF	FIRE	SPVSR	27	Official/Adm	EX	L	\$3,452.31	\$3,756.93	\$4,061.54	\$4,467.70	\$4,873.85
1602	HUMAN RESOURCES DIRECTOR	HR	SPVSR	27	Official/Adm	EX	L					
1025	INFORMATION TECHNOLOGY DIR.	IT	SPVSR	27	Official/Adm	EX	L					
1504	PARKS DIRECTOR	PARKS	SPVSR	27	Official/Adm	EX	L					
1701	PLANNING & SUSTAINABILITY DIRECTOR	PLANNING	SPVSR	27	Official/Adm	EX	L					
1606	ASSISTANT DIR HR/BENEFITS MGR.	HR	SPVSR	27	Official/Adm	EX	K	\$ 79,787	\$ 86,827	\$ 93,867	\$ 103,254	\$ 112,640
1106	BLDG AND NEIGHBORHOOD SERVICES DIR.	BNS	SPVSR	27	Official/Adm	EX	K	\$38.36	\$41.75	\$45.13	\$49.65	\$54.16
1313	COMPTROLLER	FINANCE	SPVSR	27	Official/Adm	EX	K	\$3,068.73	\$3,339.50	\$3,610.27	\$3,971.30	\$4,332.33
1415	FIRE DEPUTY CHIEF	FIRE	SPVSR	27	Official/Adm	EX	K					
1816	POLICE DEPUTY CHIEF	POLICE	SPVSR	27	Official/Adm	EX	K					
1909	SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	SPVSR	27	Official/Adm	EX	K					
1034	ASSISTANT CITY ATTORNEY	LEGAL	SPVSR	27	Professional	EX	K					
2008	STREET DIRECTOR	STREET	SPVSR	27	Official/Adm	EX	K					
2400	ASSISTANT DIRECTOR OF INFORMATION TECHNOLOGY	IT	SPVSR	27	Official/Adm	EX	K					
2408	APPLICATIONS PROJECT LEADER	IT	SPVSR	11	Professional	EX	J	\$ 70,921	\$ 77,179	\$ 83,437	\$ 91,781	\$ 100,124
2303	ASSISTANT DIRECTOR OF ENGINEERING	ENG	SPVSR	27	Official/Adm	EX	J	\$34.10	\$37.11	\$40.12	\$44.13	\$48.14
2315	ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	SPVSR	27	Official/Adm	EX	J	\$2,727.75	\$2,968.44	\$3,209.12	\$3,530.03	\$3,850.94
2001	ASSISTANT STREET DIRECTOR	STREET	SPVSR	27	Official/Adm	EX	J					
1611	EMPLOYEE RELATIONS MANAGER II	HR	SPVSR	25	Professional	EX	J					
1401	FIRE BATTALION CHIEF	FIRE	SPVSR	13	Official/Adm	EX	J					
1424	FIRE CHIEF ASST-ADMINISTRATION	FIRE	SPVSR	13	Official/Adm	EX	J					
1420	FIRE CHIEF ASST-FIRE MARSHALL	FIRE	SPVSR	07	Official/Adm	EX	J					
1423	BATTALION CHIEF-TRAINING	FIRE	SPVSR	13	Official/Adm	EX	J					



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Appendix H: Pay Scale - All Positions

as of August 2014

The following table provides the most current pay scale for all City of Franklin employees. (last updated August 2014).

ANNUAL
 PAY RANGE

CODE	JOB TITLE	EVAL #	SPVSR	DEPT	EEO	HOURS	GRADE	Min	1st Quartile	Mid	3rd Quartile	Max	YRLY
													NEW
2417	NETWORK MANAGER	25	SPVSR	IT	Professional	EX	J						
1604	RISK MANAGER	01	SPVSR	HR	Professional	EX	J						
1036	STAFF ATTORNEY I	05		LEGAL	Professional	EX	J						
2413	SYSTEMS/DATABASE MANAGER	26	SPVSR	IT	Professional	EX	J						
2411	TELECOMMUNICATIONS MANAGER	25	SPVSR	IT	Professional	EX	J						
1417	ADMINISTRATIVE SERVICES OFFICER	07	SPVSR	FIRE	Professional	EX	I	\$ 63,041	\$ 68,604	\$ 74,166	\$ 81,583	\$ 88,999	
1913	ASST DIR, SANITATION & ENV SERVICES	27	SPVSR	SANITATION & ENV SERV.	Official/Adm	EX	I	\$30.31	\$32.99	\$35.66	\$39.23	\$42.79	
1118	BUILDING OFFICIAL	27	SPVSR	BNS	Official/Adm	EX	I	\$2,424.66	\$2,638.60	\$2,852.54	\$3,137.80	\$3,423.05	
1041	COMMUNICATIONS MANAGER	25	SPVSR	ADM-COMM	Professional	EX	I						
1711	PLANNING SUPERVISOR	27	SPVSR	PLANNING	Professional	EX	I						
1613	EMPLOYEE RELATIONS MANAGER I	25	SPVSR	HR	Professional	EX	I						
1419	EMS OFFICER	11		FIRE	Protect Svc	EX	I						
1040	FACILITIES PROJECT MANAGER	26	SPVSR	ADM-FACILITIES	Professional	EX	I						
1404	FIRE CAPTAIN	10	SPVSR	FIRE	Professional	2912	I						
1411	FIRE CAPTAIN/TRAINING OFFICER	11		FIRE	Professional	EX	I						
2406	GIS MANAGER	25	SPVSR	IT	Professional	EX	I						
1872	POLICE LIEUTENANT	23	SPVSR	POLICE	Professional	EX	I						
1028	PURCHASING MANAGER	03	SPVSR	PURCHASING	Professional	EX	I						
2323	SERVICE DIVISION SUPERINTENDENT	15	SPVSR	WATER-WD	Professional	EX	I						
1212	STAFF ENGINEER III	27	SPVSR	ENG	Professional	EX	I						
1207	TRAFFIC/TRANSPORTATION ENGINEER III	27	SPVSR	ENG-TOC	Professional	EX	I						
2103	WATER RECLAMATION SUPERINTENDENT	15	SPVSR	WATER-SP	Professional	EX	I						
1412	ASSISTANT FIRE MARSHAL	12		FIRE	Official/Adm	2080	H	\$ 56,036	\$ 60,981	\$ 65,925	\$ 72,518	\$ 79,110	
1013	BUSINESS PROCESS IMPROVEMENT MGR & CITY COURT CLERK	02	SPVSR	FINANCE	Professional	EX	H	\$26.95	\$29.32	\$31.70	\$34.87	\$38.04	
1516	FACILITIES SUPERINTENDENT	15	SPVSR	PARKS	Tech	EX	H	\$2,155.25	\$2,345.41	\$2,535.58	\$2,789.14	\$3,042.70	
1311	FINANCIAL MANAGER	26	SPVSR	FINANCE	Professional	EX	H						
1912	FLEET MAINTENANCE MANAGER	15	SPVSR	STREET-FM	Skilled Craft	EX	H						
2416	INFORMATION SYSTEMS ANALYST II	11		IT	Professional	EX	H						
2403	NETWORK ANALYST	11		IT	Tech	2080	H						
1120	PLANS EXAMINER III	24		BNS	Official/Adm	EX	H						
1706	PRINCIPAL PLANNER	26		PLANNING	Professional	EX	H						
2409	SHAREPOINT ANALYST	11		IT	Tech	2080	H						
1202	STAFF ENGINEER II	26		ENG	Professional	EX	H						
1209	STORM WATER MANAGEMENT COORDINATOR	26	SPVSR	ENG - STMWTR	Professional	EX	H						
2010	TRAFFIC MAINTENANCE MANAGER	15	SPVSR	STREET-TRAFFIC	Tech	EX	H						
1204	TRAFFIC/TRANSPORTATION ENGINEER II	26		ENG-TOC	Professional	EX	H						
2322	UTILITIES ENGINEER II	26		ENG / WATER - ADM	Professional	EX	H						
2202	WATER TREATMENT SUPERINTENDENT	15	SPVSR	WATER-WP	Professional	EX	H						
1115	ZONING/DEVELOPMENT COORDINATOR	26	SPVSR	BNS	Professional	EX	H						
1874	POLICE SERGEANT - PIO	22	SPVSR	POLICE	Protect Svc	EX	H						
1017	ASSISTANT CITY RECORDER - RECORDS	02	SPVSR	ADM	Professional	EX	G	\$ 49,810	\$ 54,205	\$ 58,600	\$ 64,460	\$ 70,320	
1012	ASSISTANT CITY RECORDER REVENUE MGMT	02	SPVSR	REV-MGT	Professional	EX	G	\$23.95	\$26.07	\$28.18	\$31.00	\$33.81	
1111	BUILDING INSPECTOR IV	24	SPVSR	BNS	Official/Adm	2080	G	\$1,915.77	\$2,084.81	\$2,253.85	\$2,479.24	\$2,704.62	



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Appendix H: Pay Scale - All Positions

as of August 2014

The following table provides the most current pay scale for all City of Franklin employees. (last updated August 2014).

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YRLY NEW

CODE	JOB TITLE	EVAL #	SPVSR	DEPT	EEO	HOURS	GRADE	Min	1st Quartile	Mid	3rd Quartile	Max
2418	BUS. SERV APPLICATIONS ANALYST/SYSTEMS TRAINER	11	IT	IT	Professional	EX	G					
1026	CABLE TV PRODUCTION OPERATIONS SUPERVISOR	28	SPVSR	ADM-COMM	Tech	EX	G					
1911	COLLECTION MANAGER	15	SPVSR	SANITATION & ENV SERV.	Tech	EX	G					
1716	DEVELOPMENT SERVICES OPERATIONS ANALYST	01		ADM-PLANNING	Professional	EX	G					
1421	FIRE AND LIFE SAFETY EDUCATOR	24		FIRE	Professional	EX	G					
1418	FIRE INSPECTOR	12		FIRE	Official/Adm	2080	G					
1409	FIRE LIEUTENANT	10	SPVSR	FIRE	Professional	2912	G					
1601	HUMAN RESOURCES GENERALIST	05		HR	Professional	EX	G					
1710	LAND PLANNER (Reg Landscape Architect)	26		PLANNING	Professional	EX	G					
2426	NETWORK TECHNICIAN II	11		IT	Tech	2080	G					
1609	OCCUPATIONAL HEALTH & SAFETY SPECIALIST	05		HR	Professional	EX	G					
1522	PARKS & RECREATION SUPERINTENDENT	27	SPVSR	PARKS	Tech	EX	G					
1705	PLANNER SENIOR	26		PLANNING	Professional	EX	G					
1119	PLANS EXAMINER II	24		BNS	Official/Adm	2080	G					
1873	POLICE SERGEANT	22	SPVSR	POLICE	Protect Svc	2080	G					
1022	PUBLIC OUTREACH SPECIALIST	04		ADM-COMM	Professional	EX	G					
1214	RIGHT OF WAY AGENT	05		ENG	Professional	EX	G					
1612	SAFETY COORDINATOR	05		HR	Adm Support	EX	G					
2013	SENIOR ROAD INSPECTOR	24	SPVSR	STREET	Tech	EX	G					
2405	SR. GIS SPECIALIST	26		IT	Tech	2080	G					
1208	STAFF ENGINEER I	26		ENG	Professional	EX	G					
1713	SUSTAINABILITY/GRANTS COORDINATOR	26		PLANNING	Professional	EX	G					
2401	TELECOMMUNICATIONS TECHNICIAN II	26		IT	Tech	2080	G					
1213	TRAFFIC OPERATIONS SUPERVISOR I	26	SPVSR	ENG-TOC	Tech	EX	G					
2324	WASTEWATER COLLECTION ASSISTANT SUPT.	15	SPVSR	WATER-SC	Professional	EX	G					
2325	WATER DISTRIBUTION ASSISTANT SUPT.	15	SPVSR	WATER-WD	Professional	EX	G					
1218	WATER QUALITY SPECIALIST II	14		ENG - STMWTR	Tech	2080	G					
2104	WATER RECLAMATION ASSISTANT SUPT.	15	SPVSR	WATER-SP	Professional	EX	G					
2201	WATER TREATMENT ASSISTANT SUPT.	15	SPVSR	WATER-WP	Professional	EX	G					
1114	ZONING ADMINISTRATOR	01		BNS	Professional	EX	G					
1029	ACCOUNT MANAGEMENT SUPERVISOR	15	SPVSR	REV-MGT	Adm Support	EX	F	\$ 44,276	\$ 48,182	\$ 52,089	\$ 57,298	\$ 62,507
1507	ATHLETIC FOREMAN	15	SPVSR	PARKS	Tech	EX	F	\$21.29	\$23.17	\$25.05	\$27.55	\$30.06
1101	BUILDING ASSOCIATE	01	SPVSR	BNS	Adm Support	EX	F	\$1,702.91	\$1,853.17	\$2,003.43	\$2,203.77	\$2,404.11
1108	BUILDING INSPECTOR III	24		BNS	Official/Adm	2080	F					
1038	CUSTOMER SERVICE SUPERVISOR	15	SPVSR	REV-MGT	Adm Support	EX	F					
1513	FACILITIES FOREMAN	15	SPVSR	PARKS	Tech	2080	F					
1005	FACILITIES MAINTENANCE SUPERVISOR	15	SPVSR	ADM-FACILITIES	Service Maint	2080	F					
1312	FINANCIAL ANALYST	29		FINANCE	Adm Support	2080	F					
1405	FIRE ENGINEER	08		FIRE	Protect Svc	2912	F					
1122	HOUSING DEVELOPMENT COORDINATOR	26		BNS	Adm Support	EX	F					
2109	INDUSTRIAL PRETREATMENT COORDINATOR	14		WATER-SP	Skilled Craft	2080	F					
2424	INFORMATION SYSTEMS ANALYST I	26		IT	Tech	2080	F					
1210	ITS SPECIALIST	26		ENG-TOC	Tech	2080	F					
1709	LAND PLANNER (no TN Reg)	26		PLANNING	Professional	EX	F					
2017	LANDSCAPE MAINTENANCE SUPERVISOR	15	SPVSR	STREET	Service Maint	2080	F					



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Appendix H: Pay Scale - All Positions

as of August 2014

The following table provides the most current pay scale for all City of Franklin employees. (last updated August 2014).

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YRLY NEW

CODE	JOB TITLE	EVAL #	SPVSR	DEPT	EEO	HOURS	GRADE	Min	1st Quartile	Mid	3rd Quartile	Max
2422	LANDSCAPING & GROUNDS FOREMAN	15	SPVSR	PARKS	Service Maint	2080	F					
1840	MASTER PATROL OFFICER/DETECTIVE	21	SPVSR	POLICE	Protect Svc	2080	F					
1123	NEIGHBORHOOD RESOURCES SUPERVISOR	16	SPVSR	BNS	Professional	EX	F					
2402	NETWORK TECHNICIAN I	26		IT	Tech	2080	F					
0018	OFFICE MANAGER	01	SPVSR*	VARIOUS	Adm Support	2080	F					
1035	PARALEGAL	05		LEGAL	Adm Support	2080	F					
1704	PLANNER	26		PLANNING	Professional	EX	F					
1113	PLANS EXAMINER I	24		BNS	Official/Adm	2080	F					
5008	RECREATION FOREMAN	15	SPVSR	PARKS	Service Maint	2080	F					
2009	ROAD INSPECTOR	24		STREET	Tech	2080	F					
0057	SENIOR FLEET MAINTENANCE TECHNICIAN	14		STREET-FM	Skilled Craft	2080	F					
2020	STORM WATER INSPECTOR	24		STMWTR - ST	Tech	2080	F					
1715	SURETY COORDINATOR	05		PLANNING	Adm Support	EX	F					
2410	TELECOMMUNICATIONS TECHNICIAN I	26		IT	Tech	2080	F					
2022	TRAFFIC SIGNAL TECH II	14		STREET-TRAFFIC	Tech	2080	F					
2420	TRAFFIC SIGNALIZATION & MAINTENANCE ELECTRICIAN	14		STREET-TRAFFIC	Skilled Craft	2080	F					
2419	TRAFFIC STRIPING & SIGN SUPERVISOR	15	SPVSR	STREET-TRAFFIC	Tech	2080	F					
1908	TRANSFER STATION MANAGER	15	SPVSR	SANITATION & ENV SERV.	Tech	EX	F					
2309	UTILITY INSPECTOR	24		WATER-WA	Tech	2080	F					
2421	WATER QUALITY SPECIALIST I	14		ENG - STMWTR	Tech	2080	F					
2423	ACCOUNTING OFFICER	05		REV-MGT	Professional	EX	E	\$ 39,356	\$ 42,828	\$ 46,301	\$ 50,931	\$ 55,561
1521	ARBORIST	15	SPVSR	PARKS	Professional	EX	E	\$ 18.93	\$ 20.60	\$ 22.27	\$ 24.49	\$ 26.72
1883	ASSISTANT COMMUNICATIONS SUPERVISOR	15	SPVSR	POLICE	Adm Support	2080	E	\$ 1,513.69	\$ 1,647.25	\$ 1,780.81	\$ 1,958.89	\$ 2,136.97
1524	ATHLETIC CREW CHIEF	15	SPVSR	PARKS	Service Maint	2080	E					
2321	BACKFLOW INSPECTOR	15		WATER-WD	Tech	2080	E					
1107	BUILDING INSPECTOR II	24		BNS	Official/Adm	2080	E					
1039	CHIEF DEPUTY COURT CLERK	06		COURT	Adm Support	2080	E					
2021	COMPOST FACILITY MANAGER	15	SPVSR	STREET	Service Maint	2080	E					
	ENGINEERING ASSOCIATE	05		ENG	Adm Support	2080	E					
1031	EXECUTIVE ASSISTANT	05	ADM	ADM	Adm Support	2080	E					
1301	FINANCIAL TECHNICIAN II	06		FINANCE	Adm Support	2080	E					
1407	FIREFIGHTER	09		FIRE	Protect Svc	2912	E					
2404	GIS SPECIALIST	26		IT	Tech	2080	E					
1519	GROUNDS TURF CREW CHIEF	15	SPVSR	PARKS	Service Maint	2080	E					
0053	INFRARED SYSTEM TECHNICIAN	14	SPVSR	STREET	Skilled Craft	2080	E					
2425	IT HELP DESK ADMINISTRATOR	05		IT	Adm Support	2080	E					
1518	LANDSCAPE MAINTENANCE CREW CHIEF	15	SPVSR	STREET	Service Maint	2080	E					
2311	LIFT STATION TECHNICIAN	14		WATER-SC	Tech	2080	E					
1501	MAINTENANCE CREW CHIEF	15	SPVSR	PARKS	Service Maint	2080	E					
2107	MAINTENANCE TECHNICIAN	14		WATER-SP	Skilled Craft	2080	E					
1110	NEIGHBORHOOD RESOURCES COORDINATOR	16		BNS	Official/Adm	2080	E					
1308	PAYROLL SPECIALIST	06		FINANCE	Adm Support	2080	E					
1708	PLANNING ASSISTANT	05		PLANNING	Adm Support	2080	E					
1870	POLICE OFFICER	20		POLICE	Protect Svc	2080	E					
1917	PREVENTIVE MAINTENANCE TECHNICIAN	14		STREET-FM	Skilled Craft	2080	E					



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CODE	JOB TITLE	SPVSR	DEPT	EVAL #	EEO	HOURS	GRADE	Min	1st Quartile	Mid	3rd Quartile	Max
1506	PROGRAMMING COORDINATOR	15	SPVSR	06	Professional	2080	E					
1044	PURCHASING SPECIALIST	01	PURCHASING	06	Adm Support	2080	E					
1881	RECORDS SUPERVISOR	01	POLICE	01	Adm Support	2080	E					
1525	RESEARCH & PLANNING SPECIALIST	05	PARKS	05	Adm Support	2080	E					
1918	SAN & ENV SERV CREW SUPERVISOR	15	SPVSR	15	Tech	2080	E					
1824	SR. COMMUNICATIONS OFFICER	19	POLICE	19	Adm Support	2080	E					
2011	STORM WATER SUPERVISOR	15	SPVSR	15	Tech	2080	E					
2012	STREET CREW SUPERVISOR	15	SPVSR	15	Tech	2080	E					
2006	TECHNICAL SUPPORT SPECIALIST	05	VARIOUS	05	Adm Support	2080	E					
1205	TOC OPERATOR	26	ENG-TOC	26	Adm Support	2080	E					
2014	TRAFFIC SIGNAL TECH I	14	STREET-TRAFFIC	14	Skilled Craft	2080	E					
2320	UTILITIES CREW CHIEF	15	SPVSR	15	Skilled Craft	2080	E					
2206	WASTEWATER OPERATOR SENIOR	14	WATER-SP	14	Skilled Craft	2080	E					
2205	WATER OPERATOR SR	14	WATER-WP	14	Skilled Craft	2080	E					
1117	ZONING ENFORCEMENT OFFICER	16	BNS	16	Official/Adm	2080	E					
0016	ADMINISTRATIVE ASSISTANT	05	VARIOUS	05	Adm Support	2080	D	\$ 34,983	\$ 38,069	\$ 41,156	\$ 45,272	\$ 49,387
1610	BENEFITS TECHNICIAN	05	HR	05	Adm Support	2080	D	\$ 16,82	\$ 18,31	\$ 19,79	\$ 21,77	\$ 23,75
1102	BUILDING INSPECTOR I	24	BNS	24	Official/Adm	2080	D	\$ 1,345.49	\$ 1,464.21	\$ 1,582.93	\$ 1,741.22	\$ 1,899.51
1820	COMMUNICATIONS OFFICER	18	POLICE	18	Adm Support	2080	D					
1886	COMMUNICATIONS SUPPORT COORDINATOR	18	POLICE	18	Adm Support	2080	D					
0051	EQUIPMENT OPERATOR	14	VARIOUS	14	Skilled Craft	2080	D					
1882	EVIDENCE TECHNICIAN	17	POLICE	17	Tech	2080	D					
1310	FINANCIAL TECHNICIAN I	06	REV-MGT	06	Adm Support	2080	D					
1310	FINANCIAL TECHNICIAN I (A/P Specialist)	06	FINANCE	06	Adm Support	2080	D					
1416	GENERAL SERVICES TECHNICIAN	06	FIRE	06	Adm Support	2080	D					
1605	HUMAN RESOURCES TECHNICIAN	05	HR	05	Adm Support	2080	D					
2319	INVENTORY SPECIALIST	06	PARKS/STREET/WATER	06	Service Maint	2080	D					
0015	PERMIT TECHNICIAN	06	BNS/PLANNING	06	Adm Support	2080	D					
1707	PLANNING ASSOCIATE	05	PLANNING	05	Adm Support	2080	D					
1510	PROGRAM SPECIALIST	05	PARKS	05	Adm Support	2080	D					
2314	SEWER EQUIPMENT TECH	16	WATER-SC	16	Tech	2080	D					
2019	STRIPING TECHNICIAN	14	STREET-TRAFFIC	14	Tech	2080	D					
2318	TV TRUCK SEWER INSPECTOR	16	WATER-SC	16	Skilled Craft	2080	D					
2204	WASTEWATER OPERATOR	14	WATER-SP	14	Skilled Craft	2080	D					
2203	WATER OPERATOR	14	WATER-WP	14	Skilled Craft	2080	D					
1407T	FIRE CADET	09	FIRE	09	Protect Svc	2912	D (Tr)	\$12,0192 at hire, \$12,3197 after academy, \$12,6278 after all training, then to Grade E minimum.				
1870T	POLICE OFFICER TRAINEE	20	POLICE	20	Protect Svc	2080	D (Tr)	\$16,8269 at hire, \$17,2476 after POST, \$17,6789 after field training, then to Grade E minimum.				
0022	BILLING/COLLECTIONS TECH	06	REV-MGT	06	Adm Support	2080	C	\$ 31,096	\$ 33,839	\$ 36,583	\$ 40,241	\$ 43,900
1011	DEPUTY COURT CLERK	06	COURT	06	Adm Support	2080	C	\$ 14,95	\$ 16,27	\$ 17,59	\$ 19,35	\$ 21,11
1021	DIGITAL MEDIA SPECIALIST PART-TIME	26	ADM-COMM	26	Tech	2080	C	\$ 1,195.99	\$ 1,301.52	\$ 1,407.04	\$ 1,547.75	\$ 1,688.45
1004	FACILITIES MAINTENANCE WORKER	16	ADM-FACILITIES/SES	16	Service Maint	2080	C					
1905	HHW DROP OFF SITE ATTENDANT	14	SANITATION & ENV SERV	14	Skilled Craft	2080	C					
2016	LANDSCAPE MAINTENANCE WORKER SR	16	STREET	16	Service Maint	2080	C					
2316	METER READER SENIOR	16	WATER-WB	16	Service Maint	2080	C					



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CODE	JOB TITLE	EVAL #	SPVSR	DEPT	EEO	HOURS	YRLY NEW	GRADE	Min	1st Quartile	Mid	3rd Quartile	Max
1502	PARKS MAINTENANCE WORKER	16		PARKS	Service Maint	2080		C					
1027	PURCHASING TECHNICIAN	06		PURCHASING	Adm Support	2080		C					
1030	RECORDING SECRETARY-BOMA	05		ADM	Adm Support	2080		C					
1903	SAN & ENV SERV DRIVER/OPERATOR	14		SANITATION & ENV SERV.	Skilled Craft	2080		C					
1914	SCALE OPERATOR	06		SANITATION & ENV SERV.	Adm Support	2080		C					
2305	UTILITY SERVICE WORKER	16		WATER-WD	Service Maint	2080		C					
0014	ADMINISTRATIVE SECRETARY	05		VARIOUS	Adm Support	2080	\$ 27,640	B	\$ 30,079	\$ 32,518	\$ 35,770	\$ 39,022	
1509	ATHLETIC WORKER	16		PARKS	Service Maint	2080	\$ 13.29	B	\$ 14.47	\$ 15.64	\$ 17.20	\$ 18.77	
0023P	CASHIER (PT)	05		REV-MGT	Adm Support	Varies	\$1,063.09	B	\$1,156.90	\$1,250.70	\$1,375.77	\$1,500.84	
2005	CREW WORKER	16		STREET	Service Maint	2080		B					
1018	CUSTODIAN	16		ADM-FACILITIES	Service Maint	2080		B					
1901	DROP OFF SITE ATTENDANT	14		SANITATION & ENV SERV.	Service Maint	2080		B					
1512	FACILITIES WORKER	16		PARKS	Service Maint	2080		B					
1520	GROUNDS WORKER	16		PARKS	Service Maint	2080		B					
2015	LANDSCAPE MAINTENANCE WORKER	16		STREET	Service Maint	2080		B					
1517	LANDSCAPING WORKER	16		PARKS	Service Maint	2080		B					
2303	METER READER	16		WATER-WB	Service Maint	2080		B					
1877	PARKING ENFORCEMENT OFFICER	16		POLICE	Protect Svc	2080		B					
1880	RECORDS CLERK	06		POLICE	Adm Support	2080		B					
0012	SAN & ENV SERVICES DISPATCHER	06		SANITATION & ENV SERV.	Adm Support	2080		B					
1902	SAN & ENV SERVICES WORKER	14		SANITATION & ENV SERV.	Service Maint	2080		B					
1523P	TREE WORKER (PT)	16		PARKS	Service Maint	2080		B					
1043P	VIDEO PRODUCTION ASSISTANT (PT)	26		ADM-COMM	Tech	2080		B					
0003	SCHOOL PATROL			POLICE	Protect Svc	Varies	\$ 24,569	A	\$ 26,737	\$ 28,905	\$ 31,796	\$ 34,686	
							\$ 11.82		\$ 12.86	\$ 13.90	\$ 15.29	\$ 16.68	
							\$ 944.98		\$ 1,028.36	\$ 1,111.74	\$ 1,222.91	\$ 1,334.08	



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

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APPENDICIES: Reference

Under this section is:

- **Reference Information**
 - **Appendix I - Strategic Plan**
 - **Appendix J - Expenditure Classifications**
 - **Appendix K - Additional Demographic & Economic Information**
 - **Appendix L - Glossary of Terms**



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City of Franklin, Tennessee

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Appendices: Appendix I – **FranklinForward**. Strategic Plan

FranklinForward

Vision for 2033

Objectives for Developing a Strategic Plan



FUNDAMENTALS

- A plan that supports the City’s Mission:

“Franklin will continually strive to be a community of choice for individuals, families, and businesses to grow and prosper through an excellent quality of life supported by exceptional, responsive, and cost-effective City services.”
- A plan that supports traditions important to our citizens:
 - We strive to determine our own destiny.
 - We pursue bold but attainable growth.
 - We collaborate with others to shape our future.
- A plan that reflects public service values:
 - Transparency in stewardship of public resources.
 - Accountability and integrity.
 - Emphasis on results that improve the community.

THEMES



A Safe Clean and Livable City

Having a safe, clean, and livable city is a primary requisite for our citizens and they are supportive of the means necessary to assure the idyllic yet progressive character of Franklin. Residents want to live healthier, sustainable lives and will support services that deliver high standards. Franklin takes pride in the professionalism and quality of our police, fire, and emergency response teams. We understand the importance of code enforcement as a means of precluding declining and unsafe neighborhoods and business districts. The City recognizes its role as a steward of the environment as we deliver essential services while preserving the natural beauty of the community.

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

- The Franklin Police Department will establish performance standards that help surpass current levels of low crime.



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Appendices: Appendix I – **Franklin Forward**. Strategic Plan

- Goal: The violent crime rate in Franklin will remain at least half of the national average and decrease by 3% annually.
 - Benchmarks: The National Violent Crime Rate for 2011 was 386 per 100,000 residents. The Violent Crime Rate in Franklin was 166 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).
- Goal: The property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.
 - Benchmarks: The Property Crime Rate Nationally was 2,908 per 100,000 residents. The Property Crime Rate in Franklin was 1,710 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).
- Goal: Franklin Police will establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.
 - Benchmarks: The National Clearance Rate for Violent Crimes in 2011 was 47 percent. The Violent Crime Clearance in Franklin was 76 percent (FBI, Crime in America, Uniform Crime Report).
 - Benchmarks: Nationally, the Property Crime Clearance rate was 18.6 percent. The Property Crime Clearance rate in Franklin was 33 percent (FBI, Crime in America, Uniform Crime Report).
- Goal: The Franklin Fire Department will provide a response time among the top quartile of Tennessee Benchmark cities (TEMBP).
 - Baseline: Average Total Response Time in 2012 was 5.49 minutes (Source: Computer Aided Dispatch Data) – (This metric captures total response time from the receipt of the call by dispatch until the first fire unit arrives on the scene for the designated period.)
- Goal: The Franklin Fire Department will reduce property fire loss per \$1 million of appraised value.
 - Baseline: Fire Loss per \$1 million of Appraised Value was \$87.26 in 2012. – (This measures fire loss in dollars per \$1 million of appraised value of real and personal property in the covered district. The appraised value reflects tax records, which have exempt properties shown with \$0 value.)

Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.

- Goal: Franklin will increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey



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- Baseline: Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.
- Goal: Franklin will reduce the number of cases and days it takes to resolve identified property maintenance violations.
 - Baseline: The number of cases reported for property maintenance violations in 2012 was 179 (Neighborhood Resources & Property Maintenance)
 - Baseline: The current number of days to respond and resolve citizen requests regarding property maintenance for service in 2012 was 21 (Neighborhood Resources & Property Maintenance)
 - Baseline: 70.4% percent of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total) (Neighborhood Resources & Property Maintenance).

Franklin will provide high-quality water and wastewater treatment services that will meet the needs of our growing community.

- Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services)
 - Goal: To have a reliable, efficient, and scalable infrastructure
 - Baseline: Baseline energy costs for water and sewage delivery is \$1,595,352 (FY2012 sum actual expenditures from water fund and wastewater fund)
 - Baseline: Baseline of unaccounted water within the system is 20.8% (FY2012)
 - Baseline: Baseline of sanitary score is 97 (2012)
- Franklin will continue to meet or exceed regulatory requirements for water quality.
 - Goal: To have no violations of regulatory requirements for water quality.
 - Baseline: Zero water quality violations in 2012. (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)
- Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042.
 - Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.
 - Baseline: 5% completed (2012). (Franklin Integrated Water Resource Plan.)
 - Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013).



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Franklin will be a model for environmental quality and a sustainable city.

- Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.
 - [Baseline: Achieved Goal status, 2013]
- Goal: Franklin will be named as a “Smarter City” by the Natural Resources Defense Council for sustainability (the first in Tennessee).
 - Baseline: To review the criteria for becoming a “Smarter City” and apply for recognition. See: <http://smartercities.nrdc.org/rankings/scoring-criteria>
- Goal: To reduce the number of gallons of fossil fuel consumed by city vehicles by 10% by 2015.
 - Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)
- Goal: Franklin will reduce government agency use of electricity by 20% by 2020.
 - Baseline: Current annual kilowatt consumption by Franklin municipal facilities and operations for 2012 was 17.9 million kWh for cost of \$2.78 million (Finance Department).
- Goal: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.
 - Baseline: Franklin has nine (9) LEED certified buildings currently as of 2013 (www.usgbc.org/LEED).

Franklin will be a leader in residential recycling efforts.

- Goal: To increase the percent of diversion through the “blue bag” recyclable program by 3% per year.
 - Baseline: Current diversion of blue bag tonnage was 16% as a percent of the total tons of household garbage collected by City of Franklin. (March, 2013).
- Goal: To reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.
 - Baseline: Current household participation was 49% as a percent of the total number of household refuse stops by the City of Franklin. (March, 2013)
- Goal: To reduce dangerous and polluting chemicals in our city by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)
 - Baseline: As of 2012, collections were: Batteries = 9,341 lbs.; Oil = 576 gallons; Paint =



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Appendices: Appendix I – FranklinForward Strategic Plan

142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.



An Effective and Fiscally Sound City Government Providing High Quality Service

Franklin citizens have high expectations for their government. As the city continues to grow, it must remain vigilant in the prudent management of taxpayer funds by continuously working to improve the quality, efficiency, and cost effectiveness of services demanded by its citizens. The pace of technological change and innovation in our world is accelerating, and the City depends on the expertise and creativity of its employees to integrate new ideas and tools that will improve service delivery and operational efficiency while maintaining the sense of personal touch our citizens have come to expect.

The City of Franklin understands that in this era of rapid change, the need for knowledgeable, active, and engaged employees is greater than ever. Building and retaining a skilled, adaptable, and diverse workforce requires the City to recruit qualified employees and provide competitive salaries and benefits along with opportunities for ongoing training and professional development in order to meet future needs. Employees will be encouraged to become adaptable, take initiative and keep their skills current through organization-wide initiatives and individual development. They will also need to continue to build their ability to serve our increasingly diverse community.

The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.

- Franklin will develop a quality level of service expectation for its citizens.
 - Goal: To have 90% citizen satisfaction rated excellent/good for services as reported by community survey.
 - Baseline: Data to be collected in next community survey.
- Franklin will have a dynamic social media presence to increase effective communication with the public.
 - Goal: To continue to increase the public’s use of social media forms of communication with the City of Franklin.
 - Baseline: Current communication contacts with citizens through website hits-32,662; social media: Facebook followers– 7,462, Twitter followers - 4350, YouTube views - 38,664.
- Citizens will have online access to city services.
 - Goal: To enhance online services for citizens.
 - Baseline: The City of Franklin currently has 100 services available for citizens to complete online in 2013.



City of Franklin, Tennessee

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Franklin government will seek diversification and efficiencies of revenue sources to fund its aspirations.

- Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without a over-dependence on a single dominant revenue source.
 - Baseline: To determine the optimal proportion of revenue sources necessary to balance equitable payment for growth.
- Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody’s, Fitch, and S&P).
 - Baseline: As of 2012, Moody’s and Standard & Poor’s have rated Franklin at AAA.

The City of Franklin will have a talented, diverse, and engaged workforce.

- Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.
 - Goal: To attract talented workers, the City of Franklin’s salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.
 - Baseline: 2012 average salary is 92.1% of target market index.
 - Goal: To actively recruit and retain a workforce representative of the community.
 - Baseline: 2012 demographic employment profile for City of Franklin: 21% female (City population average is 52%); 6.6% minority (15.6% for city population). City data based on 2010 U.S. Census data. Minority includes all census group classifications which was 9,774 of 62,487 population.
- Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.
 - Goal: To have a safe and healthy workplace.
 - Baseline: 21 Franklin employees had accidents in FY 2013.
 - Baseline: Number of lost work days by employees in FY2013. [Need data.]
 - Goal: To have effective training and development objectives within every employee’s work plan
 - Baseline: Number of certificates earned or renewed by employees in 2012. [Need data]
 - Baseline: Number of credit hours reimbursed for employees in 2012-13 was 345.
 - Baseline: Percent of employees with a training and development objectives in their work plan. [Need data]



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Quality Life Experiences

Franklin citizens are proud of their community. They want to remain among the best places to live in the United States—a place envied for its engaging quality of life. People are invested in their neighborhoods as well as in the city. They willingly volunteer, participate, and support the many activities, recreational pursuits, and special events that bring them together as a community.

Franklin's rapidly growing and increasingly diverse population, both in age and ethnicity, is both a strength as well as a challenge to the vision of our city. Our citizens understand the importance of ensuring that everyone who works within our community is able to live within our community.

A critical part of sustaining our unique sense of inclusiveness is ensuring that a range of housing options is available for varying income and demographic groups. As our boundaries expand, the efficient and effective varieties of land uses—residential, commercial, open space, and institutional—are critical components for sustaining our vibrant community. Our citizens are concerned that traffic congestion is increasing everywhere—on major streets and in neighborhoods. They would like a functional transportation system, more bicycle and pedestrian connections between residential neighborhoods and shopping districts or employment centers, and better transit options, not only within the city but connecting the greater metropolitan region.

Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.

- Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.
 - Goal: To have 90% or better of citizens who consider Franklin's quality of life to be excellent/good.
 - Baseline: 94% of citizens responding to community survey considered the overall quality of life to be excellent/good. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.
 - Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.
 - Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.
 - Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.



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- Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).
- Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.
 - Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.
 - Baseline: 9% of citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.

- Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin
 - Goal: Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.
 - Baseline: Complete Housing Analysis and establish goals based on data from the analysis.

Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including driving, public transit, walking, and biking.

- To reduce citizen perception of traffic congestion in Franklin
 - Goal: To reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.
 - Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- To be a community that promotes walking, jogging, and cycling.
 - Goal: To increase the Walkability Index Score for Franklin.
 - Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in [walkfriendly.org](http://www.walkfriendly.org).
<http://www.walkfriendly.org/communities/community.cfm?ID=70> and <http://www.walkscore.com/TN/Franklin>
 - Goal: To become a more bicycle friendly community.



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- Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.
- To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services
 - Goal: To increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.
 - Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)
 - Goal: To increase the number of riders using the Franklin Transit Authority.
 - Baseline: 52,034 riders in 2009 (Last data available on Nashville MPO site).
 - Goal: To reduce the number of days of air quality nonattainment in the City of Franklin.
 - Baseline: [none: need data point related to air quality].

Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.

- Goal: To improve ranking as one of the 100 Best Places to live in the United States.
 - Baseline: Ranked of 52 (CNN Money Magazine, 2012).
- Goal: To improve ranking as one of the top 10 communities providing for historic preservation in the U.S.
 - Baseline: Rank as 4th in nation for historic preservation (Preservation Network, 2012)
- Goal: To improve ranking as one of the top business-friendly cities in Tennessee.
 - Baseline: Ranked as 2nd in Tennessee (Beacon Center for Tennessee, 2012).
- Goal: To remain one of the top rated healthy cities in Tennessee.
 - Baseline: Ranked 1st. (Robert Wood Johnson Foundation, 2012)
- Goal: To exceed the National Recreation and Park Association standard for park space within a community (current standard is 6 acres per 1,000 citizens of park space).
 - Baseline: 11.28 acres per 1,000 citizens (Parks Department).
- Goal: To remain below the national Cost of Living Index of 100.



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Appendices: Appendix I – **FranklinForward**. Strategic Plan

- Baseline: 89 on index of 100 (Williamson County Chamber of Commerce).
- Goal: Maintain status as a Tree City U.S.A.
 - Baseline: Satisfy National Standards of maintaining a tree board, tree care ordinance, a community forestry program, and observation and proclamation of Arbor Day annually (Parks Department).
- Goal: To improve ranking as one of the best cities for start-up businesses in the United States.
 - Baseline: Ranked top 50 in the nation (http://images.businessweek.com/ss/09/03/0327_smallcity_startups/43.htm).
- Goal: To achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.
 - Baseline: City of Franklin has not yet received this recognition. (American Association of Retirement Communities)
- Goal: To reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).
 - Baseline: The 2010 census shows 7.4% of citizens live in poverty in Franklin (2010 Census).



Sustainable Growth and Economic Prosperity

Franklin has a heritage of economic stability, defying many of the struggles faced in other communities and the nation. This heritage is a result of a dedication to sustainable growth through thoughtful public policy decisions and well-managed developments. The community values the diversity of high-quality and high-worth places—the mix of suburban and downtown shopping districts that serve the community’s needs and are magnets for out-of-town visitors; a vibrant corporate and office environment that is the home to industry-leading businesses of all sizes; well-designed and maintained parks and recreational gathering places that also focus on historical, cultural, or natural attributes; and opportunities to pursue a wide range of activities without leaving the community.

City leaders also understand the importance of having a self-sustaining economic engine that through collaboration and partnership with both private and public entities supports efforts that attract, retain, and create quality jobs to ensure a diverse economic base, a resilient and growing tax base, and thriving neighborhoods.

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

- Goal: To have 80% or better of citizens reporting satisfaction with the managed growth of the community.
 - Baseline: Citizen Perception reported through community survey.



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- Goal: Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.
 - Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)
- Goal: To increase the assessed valuation per square mile for land in City of Franklin
 - Baseline: Current assessed valuation per square mile is \$77,787,427 (Based on 41.28 sq. miles and property assessed value of 2012 of \$3,211,064,976. Finance Department)

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

- Opportunities for increasing tourism experiences.
 - Goal: To increase tourist visits to Franklin.
 - Baseline: Carnton Plantation, Carter House and Lotz House had 80,000 visitors in 2012 (www.carnton.org).
 - Goal: To increase private investment in Franklin’s Historic Area.
 - Baseline: Franklin issued 116 Certificates of Appropriateness for construction in 2012 (Planning and Sustainability).
 - Baseline: The value of investment dollars from COA’s for 2012 was \$7,565,260 (This number only reflects the valuations associated with the permits that been pulled as of this date and not projects without application for building permits. Planning and Sustainability)
 - Goal: To increase the number of participants in conventions, conferences, and meetings in the Conference Center
 - Baseline: [Need 2012 fiscal year data on number of participants or equivalent proxy]
- Opportunities for revenue enhancements through tourism and sales revenues.
 - Goal: To increase the revenue generated from Hotel/Motel taxes.
 - Baseline: Franklin received \$2,193,109.16 in Hotel/Motel Tax for the 2012 Fiscal Year (Department of Finance)
 - Goal: To increase sales tax revenue money greater than the annual state-wide sales tax growth.
 - Baseline: \$24.197 million in sales tax revenues were collected by the City of Franklin in 2012. (Financial Reports from City Finance Department)
 - Goal: Franklin will increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center
 - Baseline: [Review Conference Center data for appropriate metrics]



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Franklin will expand and retain business and job opportunities within the community as well as the county.

- Encourage job growth and retention within the city.
 - Goal: To increase the number of jobs in the city over the previous year.
 - Baseline: Franklin reported 33,750 total employment in June 2013. [Civilian Labor Force Summary, Labor Monthly Report, July 2013].
 - Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.
 - Baseline: Franklin’s unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).
- Encourage expansion and retention of business opportunities in the City of Franklin.
 - Goal: To increase the net number of business licenses within the city over the previous year.
 - Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management)
 - Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).
 - Goal: To increase the number of small businesses over the previous year.
 - Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)
 - Goal: To increase the number of businesses with more than 100 employees over the previous year.
 - Baseline: Franklin has 50 businesses with more than 100 employees (Williamson County Chamber of Commerce).
 - Goal: To increase the success of Fortune 1000 companies located in Franklin over the previous year.
 - Baseline: The number of local people employed by Fortune 1000 companies in Franklin was 11,971 (2012).
 - Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.
 - Baseline: Franklin retail and commercial vacancy rate for 3rd Q 2013 was 3.8%. Nashville MSA rate was 9.4%. Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProspers.com)



City of Franklin, Tennessee

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Appendix J – Chart of Account Definitions

The budget is presented in a format showing expenditure classifications within the three (3) major categories: Personnel, Operations, and Capital. The following classifications are an abbreviated list of the City's complete Chart of Accounts. Further detail is available from the City's Finance Office. These categories provide definitions of the classifications used within departmental and divisional budgets within each 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.
- 81200 OFFICIALS FEES**
Amounts paid to the Board of Mayor and Aldermen, City judge, and officials of commissions and other boards.
- 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.

The classifications budgeted under Operations are:

- 82100 TRANSPORTATION CHARGES**
Charges for transport services needed for City operations
- 82200 OPERATING SERVICES**
Services necessary for the ongoing operations of the City.
- 82300 NOTICES, SUBSCRIPTIONS, PUBLICITY**
Costs incurred by City for public notices, dues and subscriptions, promotion, elections, and surveys.
- 82400 UTILITIES**
Expenditures for energy, including gas, oil, coal, gasoline, and services received from public or private utility companies.
- 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.



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Appendix J – Chart of Account Definitions

- 82600 REPAIR & MAINTENANCE SERVICES**
Expenditures for repair and Maintenance services not provided directly by City personnel.
- 82700 EMPLOYEE PROGRAMS**
Primarily administered by Human Resources, these are programs established for employee development.
- 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.
- 83100 OFFICE SUPPLIES**
Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.
- 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.
- 83300 FUEL & MILEAGE (NON-TRAVEL)**
Costs of operating vehicles on duty.
- 83400 SUPPLIES PURCHASED FOR RESALE**
Supplies purchased for use in providing City services.
- 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.
- 83600 REPAIR & MAINTENANCE PARTS & SUPPLIES**
Expenditures for supplies for repair and maintenance services provided directly by City personnel.
- 84000 OPERATIONAL UNITS**
Costs incurred by departments for specific operational units or activities.
- 85100 PROPERTY & LIABILITY COSTS**
Property and liability costs.
- 85200 RENTALS**
Costs for renting or leasing land, buildings, equipment, and vehicles.



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Appendix J – Chart of Account Definitions

- 85300 PERMITS & FEES**
Costs incurred by City for necessary permits and fees.
- 85500 FINANCIAL FEES**
Costs incurred related to financial operations.
- 85900 OTHER BUSINESS EXPENSES**
Business-related expenditures not classified elsewhere.
- 86000 DEBT SERVICE**
Costs incurred by City for outstanding debt.
- 87000 APPROPRIATIONS**
Includes costs for appropriations to organizations for contracted services, other governments for services and civic organizations providing social services.
- 87500 REIMBURSEMENT FOR INTERFUND SERVICES**
Amounts received by the General Fund from the Sanitation, Stormwater, and Water/Sewer funds for administrative services provided to these funds. The amounts are recorded in the General Fund as reductions of expenditures in Revenue Management, Administration, Capital Investment Planning, Facilities & Project Management, Human Resources, Law, Communications, Finance, Purchasing, and Engineering.
- 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.

The expenditure classifications budgeted under Capital are:

- 89100 LAND**
This includes cost for land and easements acquired for Capital projects.
- 89200 BUILDINGS**
Includes costs for buildings acquired, building design & construction and various building improvements greater than \$25,000 that adds new capacity to a existing building or extends the estimated useful life of an existing building.
- 89300 IMPROVEMENTS**
Expenditures for acquiring improvements not associated with buildings (such as Parks & Recreation Facilities & Distribution Systems)
- 89400 INFRASTRUCTURE**



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Appendix J – Chart of Account Definitions

Includes costs of improving drainage, streets, adding, improving, and replacing curb and gutter, adding or improving gateway enhancement and streetscape, improving bridges and tunnels, adding or improving sidewalks, acquiring and installing traffic signals and 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.



City of Franklin, Tennessee

FY 2016 Operating Budget

Appendix K – Additional Demographic & Economic Information

The following tables provide additional detail about the City's finance, economic standing and overall demographics. Information is taken from the 2014 Comprehensive Annual Financial Report (CAFR).

CITY OF FRANKLIN, TENNESSEE

Revenue Capacity Information - Local Sales Tax Collections

FISCAL YEAR	Estimate of Taxable Sales to Local Sales Tax	Local Sales Tax Rate (City & Williamson County)	Total Local Sales Tax Collected	Less: County		Local Sales Tax Received by City	Percent of General Fund Revenue
				Portion (1/2 of tax)	Admin Fee (1% of City's 1/2 of tax)		
2014	\$ 2,447,114,882	2.25%	\$ 55,060,085	\$ (27,530,042)	\$ (275,300)	\$ 27,254,742	47.88%
2013	2,334,072,548	2.25%	52,516,632	(26,258,316)	(262,583)	25,995,733	49.35%
2012	2,172,607,228	2.25%	48,883,663	(24,441,831)	(244,418)	24,197,413	47.48%
2011	2,040,014,905	2.25%	45,900,335	(22,950,168)	(229,502)	22,720,666	44.81%
2010	1,882,812,211	2.25%	42,363,275	(21,181,637)	(211,816)	20,969,821	45.41%
2009	1,899,219,214	2.25%	42,732,432	(21,366,216)	(213,662)	21,152,554	42.25%
2008	2,081,744,916	2.25%	46,839,261	(23,419,630)	(234,196)	23,185,434	42.31%
2007	2,144,580,382	2.25%	48,253,059	(24,126,529)	(241,265)	23,885,264	45.08%
2006	1,975,820,696	2.25%	44,455,966	(22,227,983)	(222,280)	22,005,703	46.65%
2005	1,776,515,466	2.25%	39,971,598	(19,985,799)	(199,858)	19,785,941	48.07%

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

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Appendix K – Additional Demographic & Economic Information

CITY OF FRANKLIN, TENNESSEE
 Revenue Capacity Information -
 Assessed Value and Estimated Actual Value of Taxable Property

FISCAL YEAR	Real Property Assessment			Personal Property Assessment			Public Utility Assessment			Total Taxable Assessed Value	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Estimated Actual Value	Total Direct Rate
	Residential & Farm Property	Industrial & Commercial Property	Industrial & Commercial Property	Intangible Property	State Assessment	Local Assessment	State Assessment	Local Assessment					
2014	\$ 1,572,195,410	\$ 1,549,098,572	\$ 156,642,888	\$ 69,209	\$ 55,553,796	\$ -	\$ -	\$ 3,333,559,875	\$ 11,065,624,425	30.13%	0.3765		
2013	1,523,744,360	1,487,649,998	148,889,463	1,275,280	56,228,260	-	-	3,217,787,361	10,442,405,019	30.81%	0.3765		
2012	1,492,455,650	1,477,904,852	152,009,171	915,060	54,282,799	471,130	-	3,178,038,662	10,298,785,436	30.86%	0.3765		
2011	1,396,203,808	1,171,557,561	148,428,180	531,997	52,470,801	-	-	2,769,192,347	9,963,638,570	27.79%	0.4340		
2010	1,371,758,898	1,140,259,084	129,518,412	572,304	47,032,940	192,390	-	2,689,334,028	10,225,661,696	26.30%	0.4340		
2009	1,322,570,226	1,029,940,678	121,389,801	-	42,896,113	192,390	-	2,516,989,208	9,637,668,952	26.12%	0.4340		
2008	1,227,826,775	1,000,170,840	125,258,855	-	46,132,783	192,390	-	2,399,581,643	7,948,798,841	30.19%	0.4340		
2007	1,130,759,300	967,302,320	116,376,596	-	45,208,630	221,540	-	2,259,868,386	7,433,188,531	30.40%	0.4340		
2006	838,883,725	719,932,760	98,346,952	-	38,205,538	685,190	-	1,696,054,165	6,162,312,297	27.52%	0.5500		
2005	726,721,150	685,839,480	100,221,979	-	38,207,039	210,789	-	1,551,200,437	5,292,203,841	29.31%	0.5500		

Source: Tax Aggregate Report of Tennessee

Note: Property of the City is reappraised periodically. Tax rates are per \$100 of assessed value.



City of Franklin, Tennessee

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CITY OF FRANKLIN, TENNESSEE

Revenue Capacity Information - Principal Property Taxpayers, Current Year and Nine Years Ago

<u>Taxpayer</u>	<u>2005</u>		<u>2014</u>	
	<u>Assessed Valuation</u>	<u>Percent of Total Valuation</u>	<u>Assessed Valuation</u>	<u>Percent of Total Valuation</u>
<u>Real and Personal Property Tax</u>				
Spectrum Properties			\$ 71,191,160	2.14%
CBL Associates (Galleria Mall)	\$ 36,411,360	2.35%	66,135,120	1.98%
NWI/Duke Weeks			55,169,200	1.65%
Highwoods			48,816,040	1.46%
Boyle Investments	13,610,360	0.88%	44,240,480	1.33%
Bell Partners			40,833,400	1.22%
Venterra Realty			40,006,000	1.20%
Lionstone Investments			29,792,480	0.89%
Amstar			25,526,800	0.77%
Berkshire Communities			24,208,600	0.73%
Williams W. Fred Trust	16,366,760	1.06%		
Landings F C LP	15,861,235	1.02%		
Wyndchase LLC	14,784,000	0.95%		
Williamson Farmers Co-Op	12,119,372	0.78%		
Franklin Cool Springs Corp	9,873,219	0.64%		
Alara Franklin Corp	9,600,000	0.62%		
Thoroughbred Village LLC	9,221,160	0.59%		
Noble Investments	8,792,520	0.57%		
Totals	<u>\$ 146,639,986</u>	<u>9.45%</u>	<u>\$ 445,919,280</u>	<u>13.38%</u>

* Total assessed valuation in 2005 (tax year 2004) was \$1,551,200,437.

** Total assessed valuation in 2014 (tax year 2013) is \$3,333,559,875.



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CITY OF FRANKLIN, TENNESSEE

Demographic and Economic Information - Principal Employers, Current Year and Nine Years Ago

Employer	2005			2014		
	Employees *	Rank	Percentage of Total City Employment	Employees **	Rank	Percentage of Total City Employment
Community Health Systems				4,300	1	12.59%
Nissan North America				1,600	2	4.69%
Williamson Medical Center	1,100	3	3.85%	1,449	3	4.24%
United Health Healthways				1,166	4	3.41%
Verizon Wireless				1,160	5	3.40%
Ford Motor Credit				1,000	6	2.93%
Lee Company	700	4	2.45%	750	7	2.20%
MedSolutions				750	8	2.20%
Optum				700	9	2.05%
Cool Spring Galleria	3,500	1	12.24%		10	2.05%
Primus	2,400	2	8.40%			
Progeny Marketing Innovations	625	5	2.19%			
AIM Healthcare Services	500	6	1.75%			
Atmos Energy Co.	454	7	1.59%			
LDM Technologies Inc.	380	8	1.33%			
APCOM Inc.	350	9	1.22%			
Lasko Metal Products	284	10	0.99%			
Total	10,293		36.01%	13,575		39.76%

* City's 2005 Comprehensive Annual Financial Report

** Williamson County Office of Economic Development, Williamson County Local Industry Employers 2014

*** Williamson County Office of Economic Development does not report Williamson County Government, Williamson County Schools, and Cool Springs Galleria Mall in its Local Industry Employers 2014



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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



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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



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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, sanitation, 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).



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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 \$0.4065 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.



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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.

SANITATION & ENVIRONMENTAL SERVICES FUND: A special revenue fund used to account for the City's sanitation 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, Sanitation & Environmental Services, 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. Its 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.



HISTORIC
F R A N K L I N
TENNESSEE