



HISTORIC  
FRANKLIN  
TENNESSEE

# **City of Franklin, Tennessee**

***Approved***

**Fiscal Year 2009-2010  
Operating Budget**

# City of Franklin, Tennessee

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

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

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

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

Main Street in downtown Franklin has been carefully preserved and contains many buildings from the 19<sup>th</sup> century. Recent additions to the Downtown area include a Judicial Center and two parking facilities which greatly increased 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 First Lady Laura Bush. Earlier this year, the city received other community recognitions including: the National Trust for Historic Preservation identifying Franklin as one of “America’s Distinctive Destinations,” the readers of *Southern Living* magazine placed Franklin in the top ten “Best Small Towns” list, *Business Week* named Franklin the top city in Tennessee and among the top 50 nationally in terms of places to start a small business.



# **Board of Mayor & Aldermen**

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**Pearl Bransford**

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**Dan Klatt**

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**Michael Skinner**

**Eric Stuckey, City Administrator**

**Russell Truell, Assistant City Administrator of Finance and Administration**

**Vernon Gerth, Assistant City Administrator of Community Development**

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Jackie Moore, Police Chief

Shirley Harmon, Human Resources Director

Becky Caldwell, Solid Waste Director

Mark Hilty, Water Director

Shauna Billingsley, Interim City Attorney

David Parker, City Engineer/CIP Executive

Brad Wilson, Project and Facilities Manager

Fred Banner, MIT Director

Lisa Clayton, Parks Director

Eric Gardner, Engineering Director

Tom Marsh, Interim Codes Director

Rocky Garzarek, Fire Chief

Lanaii Benne, Asst. City Recorder

Steve Sims, Asst. City Recorder

Milissa Reiersen, Communications Manager

Mike Lowe, Comptroller

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May 15, 2009

Mayor Schroer, Aldermen and citizens of Franklin,

Each year the budget process affords us an opportunity to take stock of our community's health and of the City's performance. Through this process, we assess our strengths, future opportunities and challenges. In the face of significant challenges driven primarily by the national economic recession, the City of Franklin is moving forward maintaining service levels, investing in our future, and enhancing our community's competitive position. Despite the economic downturn, Franklin remains an attractive, vibrant community that competes regionally, nationally and internationally for businesses and residents while still maintaining its historic, small town character.

The past year has been one of challenge and change. The city organization has worked through the addition of five new elected leaders to the Board of Mayor and Aldermen (BOMA) and a transition to a new City Administrator. It has been my honor to join the City of Franklin on January 1 as your new City Administrator. We have a strong, professional staff team that has been invaluable in this transition. During this transition, our city has continued to shine. Over the past year, Franklin has been recognized by the National Trust for Historic Preservation 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. The City organization and staff were recognized again this past year by state and national organizations for excellence and achievements in virtually every department.

While we are rightfully proud of these accomplishments, we cannot rest on our past achievements. All of our best efforts will be required to meet the demands that lay ahead. The challenges for 2009-10 are significant. The City must continue to deliver high quality services, enhance existing infrastructure, and prepare for growth in terms of services, infrastructure, and community impact. Our actions take place in the face of a national and worldwide economic slowdown, the likes of which we have not seen in generations. The City of Franklin cannot wait for national and state solutions. Instead, we must craft a budget which is both fiscally prudent and consistent in maintaining our service levels. During these difficult economic times, our citizens rely even more on our services and our ability to maintain basic services.

### **Budget Overview**

The 2009-10 proposed budget for all funds is \$74,256,198, which represents a reduction of 7.5 % compared to the 2008-09 budget. The proposed general fund budget is \$54,591,811, which represents a decrease of 7.8%, compared to the \$59.1 million originally adopted for 2008-09 and is 4.8% less than the \$57.3 million modified 2008-09 budget.

## Highlights of the Proposed 2009-10 Budget

- The budget is balanced with ongoing revenues meeting ongoing expenses.
- The budget is in compliance with the Board of Mayor and Aldermen's fund reserve policy.
- Essential service levels are maintained.
- There are no layoffs of existing staff. Employee salaries are frozen with no merit increase or cost of living adjustment included in the proposed budget.
- The City of Franklin's property tax rate remains at 0.434 per \$100 assessed valuation. This marks the 20<sup>th</sup> consecutive year without a property tax rate increase.
- The proposed budget includes the cost associated with the beginning of operations of the City's new state-of-the-art police headquarters at mid-year as well more extensive use and programming at the City's new and expanded parks, Liberty Park (Phase 2), Harlinsdale and the Eastern Flank Battlefield.
- The proposed budget plans for the use of \$980,204 of our general fund reserves to fund a portion of the capital equipment included in the budget.
- The proposed budget incorporates performance measures and sustainability initiatives for every department.

## General Fund Overview and Issues

**Revenues.** In total, general fund revenues for 2009-10 projected at \$53.61 million are down 0.6% from the 2008-09 estimated actual of \$53.9 million and 6.1% down the originally adopted 2008-09 budget. The following is a brief summary of revenue by category.

Sales Tax. The City's largest single revenue source continues to be sales tax. The local sales tax collectively accounts for 41.8% of total general fund revenue. The proposed 2009-10 budget projects local sales tax at \$22.38 million, a 1.3% increase from the revised 2008-09 budget and 9.1% down from the originally adopted 2008-09 budget.

Property Tax. The second largest revenue source for the City is property tax, which accounts for 21.7% of general fund resources. The 2009-10 budget for property tax revenue is estimated at \$10.85 million, a growth of 4.3% versus the 2008-09 budget. The City of Franklin's property tax is one of the lowest in the state and is the lowest city property tax rate among Tennessee cities with a population over 25,000.

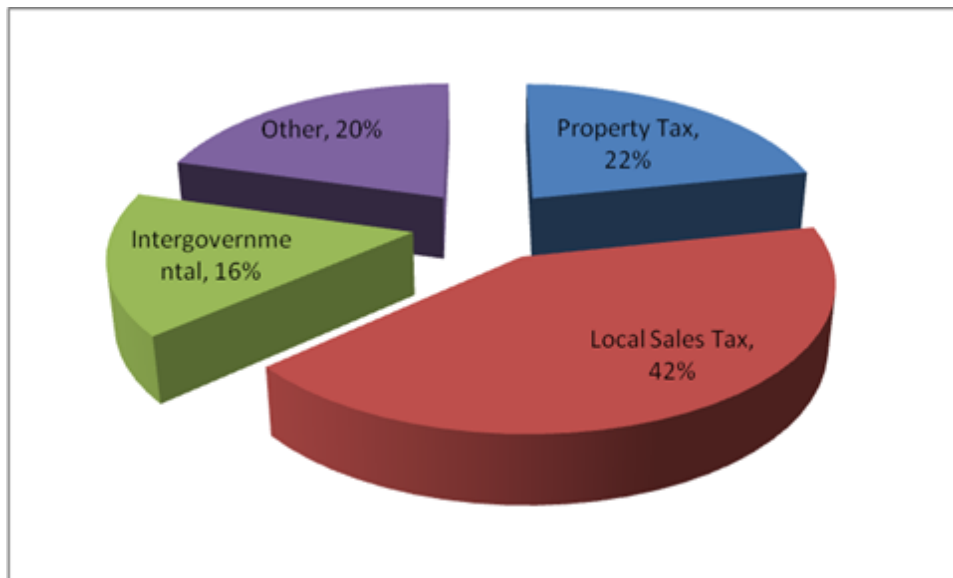
Intergovernmental revenue. The third largest category of revenue is intergovernmental revenue (16% of total general fund revenue) and is projected to reach \$8.58 million, an increase of 1.4% compared to the 2008-09 budget. This increase is due primarily to the City realizing the full impact of the special census conducted in 2008, which documented



Franklin's increase in population. Much of the state's shared revenue is based on per capita formulas.

License and Permit revenue. The City's fourth largest source of revenue is license and permit fees which accounts for 5.5% of total general fund revenue. In total this revenue category is projected at \$2.95 million, down 22.7% from last year's budget. The largest factor in this decrease is a significant decrease in building permit activity, a sign of the current economic slowdown. Building permit revenue is projected at \$660,000, a decrease from the 2008-09 budget of 51.1% and down from our actual revenue of nearly \$2.4 million in FY 2007-08 (72.4% decrease).

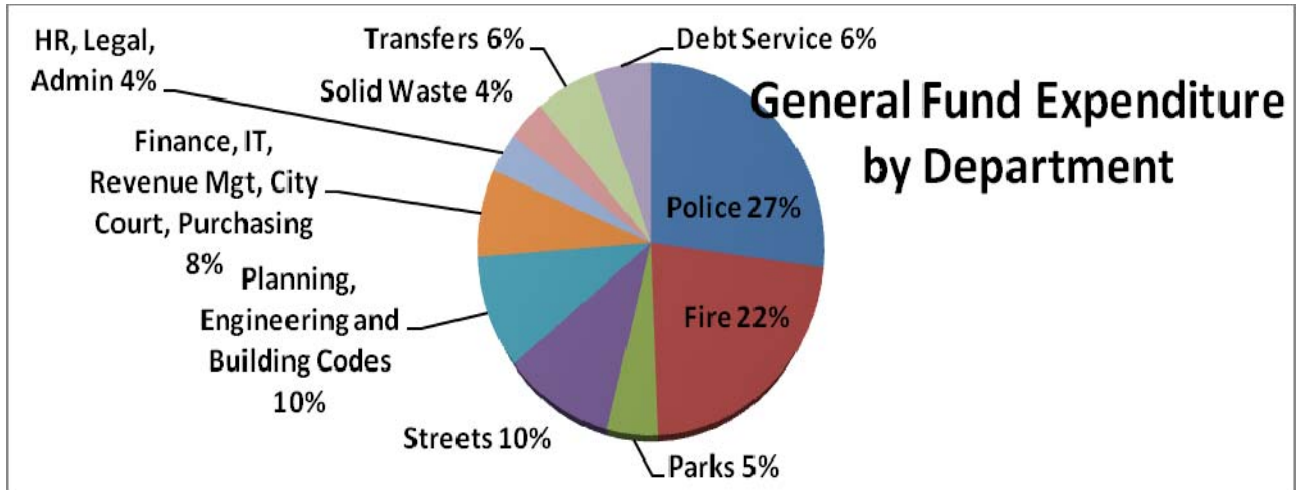
Other revenues. Other revenue categories of note include fines which are projected to be relatively stable and interest income which is down substantially (40% down from the 2008-09 budget).



**Long Term Revenue diversification.** As the City of Franklin moves forward, we will need to examine the extent to which the City is dependent upon one revenue source, the local sales tax. By its nature, sales tax is a revenue source that can fluctuate significantly due to changing economic conditions and retail development patterns. The City's ability to fund basic services could be adversely impacted by sudden changes in the economy. BOMA's recent adoption of a strong reserve policy helps provide some protection against these potential damaging fluctuations. Further diversification of our revenue sources can strengthen our position and protect us from service impacts. As the Board looks at long term financial planning, this issue should be considered.

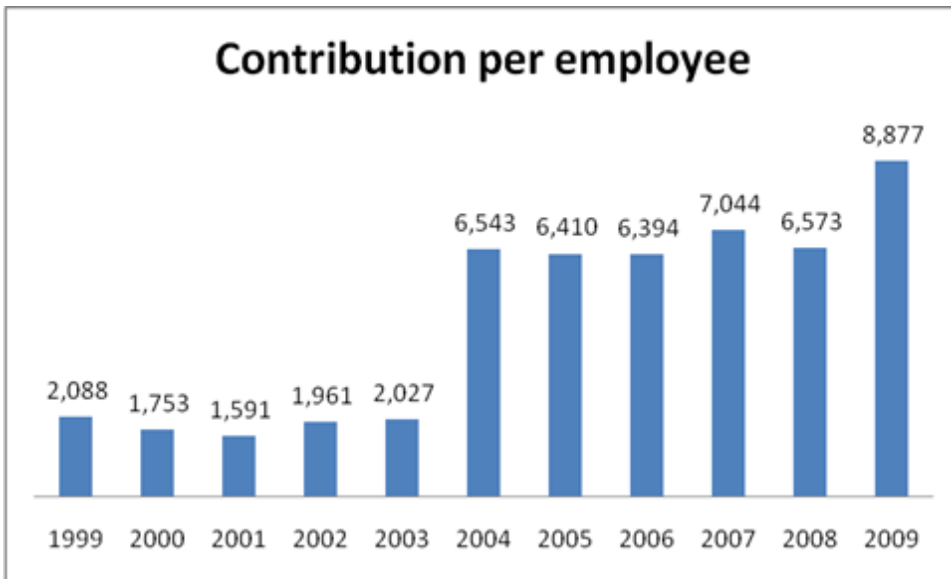
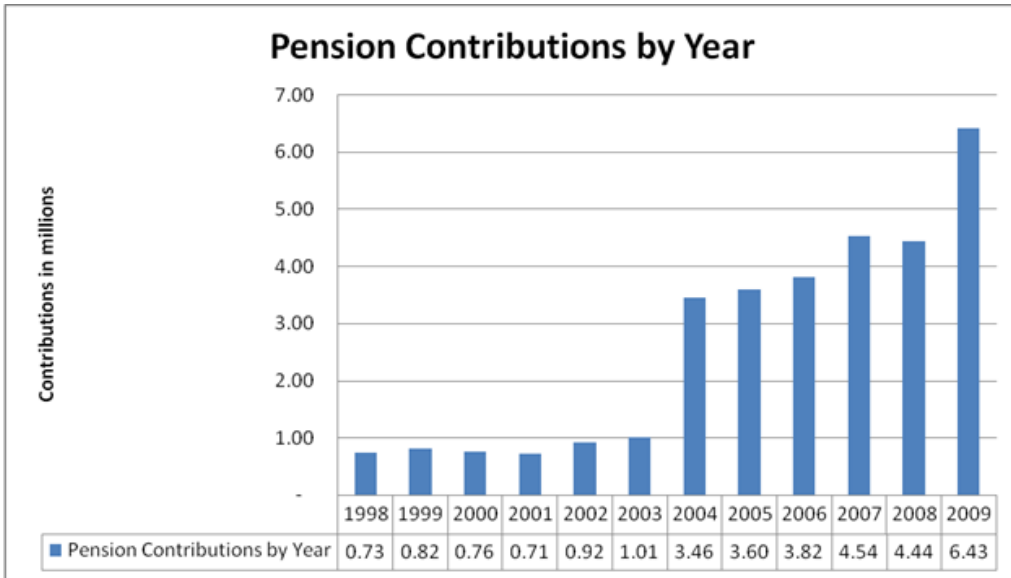
**Expenditures.** Total general fund expenditures for the proposed budget are \$54.59 million, a decrease of 7.7% from the original budget adopted by BOMA for fiscal year 2008-09. During the year the 2008-09 budget was adjusted down to \$57.3 million, which was the result of various budget increases largely for project-related expense (approximately \$1.3 million) and \$3.1

million of departmental budget reductions made in March of this year. The chart below is a summary of expenditure activities within the proposed budget by service area. Public safety functions account for 49% of the total proposed general fund budget.



Employee Earnings and Benefits. The cost of wages and benefits for employees accounts for 66.8% of the City’s total budget. Overall employment related costs are projected at \$36.4 million, down 1.85% compared to the current budget. While this is a meaningful reduction, it should be noted that it also includes an additional contribution to the employee pension of over \$2 million above the contribution included in the 2008-09 budget. This increase alone equates to 5.5% of the City’s total personnel expenses. The need for this additional pension contribution is attributable to the large downturns in the financial markets along with a significant number of employees hired in 2007 hitting our pension system. The total pension contribution from the general fund is now \$6.4 million or 11.8% of the total general fund budget.

As the amount of pension contribution grows relative to the total general fund budget, it will become important for BOMA to consider how to best manage this expense. The chart below depicts the significant growth that has taken place in pension expense since 1998. To assist in managing these growth costs and to lessen the impact on operating budgets going forward, I would recommend BOMA consider an additional one-time contribution to the pension fund of \$2 million from reserves. This action would strengthen the fund and could be beneficial in terms of contributing to the fund while markets are at a relatively low point. While timely action could be beneficial, the Board does not need to act on this recommendation as a part of this budget. In fact, it is not factored in the proposed budget at this time.

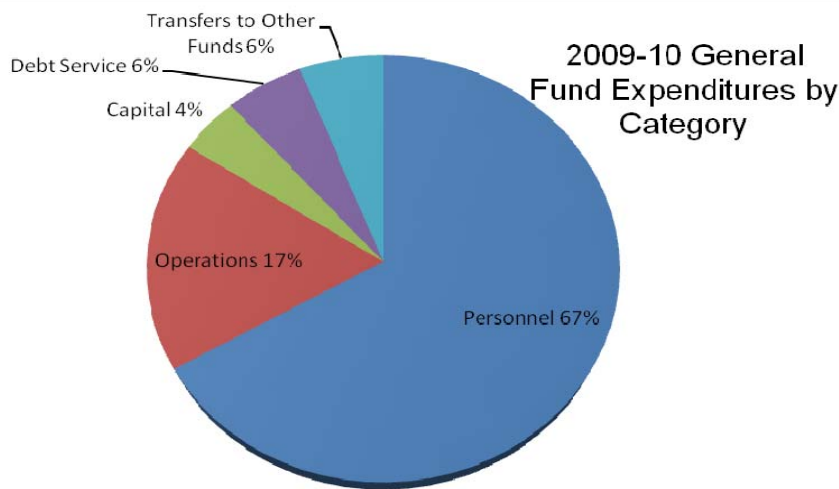


In an effort to control staffing costs, the City has continued to closely monitor vacant positions. This change in staffing levels has required departments to adjust roles and responsibilities of existing staff to compensate for positions that are being held vacant. The proposed budget identifies 45 positions across the organization that will be held vacant during all or part of the upcoming fiscal year.

In addition to identifying unfilled positions, a turnover factor of 2.5% is applied across all personnel costs. This method anticipates that there will be some turnover that occurs during the year that will result in savings. By conservatively estimating this amount, we are able to apply budget dollars to other components. The City's actual vacancy experience over the past three years has been approximately 6%. The 2.5% turnover factor used in the budget is conservative compared to recent history, but we will continue to monitor actual turnover savings closely.

The proposed budget contains no salary increases for City employees (neither a cost of living nor merit adjustment is included). This action is consistent with those of other employers across the region, state, and nation. Recently, some public and private organizations have laid off employees, cut wages, and/or implemented unpaid furloughs to respond to difficult economic times. The City has been able to hold employee contribution to health insurance at current levels. The basic structure of employee benefits is unchanged from the previous year. City administration will reexamine our financial position at mid-year to determine if a salary adjustment (cost of living or merit) would be appropriate at that time.

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, operations expenses account for 17% of general fund expenditures. The proposed budget amount of \$9.55 million for operations is a reduction of 1% from the revised 2008-09 budget.



Debt Service. The debt service obligations of the general fund are handled through a transfer to the newly created debt service fund. The proposed 2009-10 budget includes \$3.05 million for the transfer.

Transfers to other funds. Within the general fund budget are transfers to various other funds, including: solid waste (\$2 million), street aid (\$664,525), transit (\$503,838), and water (\$45,000).

Capital expenditures. Capital expenditures are defined as the purchase of equipment, vehicles, machinery, and computer hardware/software, which has a multi-year useful life and a cost in excess of \$10,000. This category does not include the Capital Investment budget, which is the plan for implementation of large-scale public infrastructure and building projects. For the proposed 2009-10 general fund budget, capital expenditures are projected at \$2.34 million, a reduction of \$1.92 million (45%) compared to the revised 2008-09 budget. With this sizeable reduction in capital equipment, the City organization is extending the useful life of many of our vehicles and equipment. This

will likely require more investment in maintenance associated with equipment and close assessment in terms of the cost-benefit for replacement.

Staff will form an internal work group to evaluate the use of and policies governing take-home vehicles throughout the City. I have asked Street Director Joe York and Solid Waste Director Becky Caldwell to chair this work group. The work group will be charged with examining our policies and practices with an eye towards maximizing the efficient and service-related capacity of vehicles across the City organization.

### **Proposed Organizational Changes**

In December 2008, the Board of Mayor and Alderman approved a reorganization of various City departments. One of the key components of this reorganization was the creation of a multi-departmental team related to economic and community development under the leadership of Assistant City Administrator Vernon Gerth. Along with this reorganization, I would recommend that the names of two departments within this group be changed. The Planning Department would become the Planning and Sustainability Department. The Codes Department would become the Building and Neighborhood Services Department. These names fully describe the roles of these departments within the organization and within the broader community development program of the City. It is also recommended that the facilities management function move under the direct supervision of Construction Project Manager Brad Wilson, who will serve as the Project and Facilities Manager. Mr. Wilson will continue to report directly to the City Administrator.

### **Other Operating Funds**

**Street Aid and Transportation Fund.** The City receives state gasoline tax funds along with a transfer from the general fund to provide for the maintenance of streets. The proposed 2009-10 budget for this fund is \$2.5 million, a reduction of 26.9% from the 2008-09 budget. This reduction is driven by the elimination of capital funding in the fund. The general fund transfer is also reduced, but due to favorable bids for resurfacing work, the same amount of neighborhood resurfacing is expected to be performed in 2009-10 as was completed in 2008-09.

**Solid Waste Fund.** The proposed 2009-10 budget for the City's solid waste fund of \$7.5 million represents a reduction of 8.26% compared to the 2008-09 budget. The proposed budget again includes a significant general fund subsidy (\$2 million) to the solid waste fund. An increase to residential customer collection rates from \$9 to \$12 per month is included in the proposed budget. It is projected that the proposed rate increase will produce \$650,000 in additional revenue (allowing for some time lag in implementation). Even with an increase of residential rates to \$12 per month, Franklin citizens are paying only about two thirds of the direct cost of solid waste collection, which is estimated at approximately \$18 per residence per month. The solid waste collection rate paid by Franklin residents is lower than that paid many other residents in the region with some reaching as high as \$35 per month.

Within personnel, four positions are to be held vacant throughout the year and a 2.5% turnover factor is applied to wages. Operations expenses are increased slightly in the proposed budget. The two largest factors contributing to the increase are the increase in debt service charged to the fund and the cost of solid waste containers. The purchase of containers is offset by additional revenue that we expect to generate from new commercial customers. Capital expenditures within the solid waste fund of \$668,000 are down 48.8% compared to the 2008-09 budget.

**Road Impact Fund.** The impact of the economy will be seen in the road impact fund as slowed development will likely result in decreased contributions to the fund. The proposed budget anticipates \$2.22 million in expenditures, all in the form of a transfer to the debt service fund. The City is in process of updating its major thoroughfare plan. Following the completion of the plan, the City will re-examine the structure of road impact fees to explore if other elements of the road way system should be incorporated into the process.

**Facilities Tax Fund.** The facilities tax fund provides for the collection of privilege tax for new development to assist in the payment for new public facilities made necessary by growth. The proposed budget is projected at \$1.31 million, a reduction from the projected expenditures for the 2008-09 fiscal year of \$4.2 million. The expenditures from this fund are currently targeted at costs associated with construction of Franklin's new police headquarters, which is expected to be completed in December 2009.

**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 \$1.25 million for fiscal year 2009-10, a 6.7% decrease from the adopted 2008-09 budget. One change within the fund is that street sweeping costs will be funded through the stormwater fund. An aggressive street sweeping program can be effective in helping reducing pollutants in stormwater runoff.

**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 \$75,210, an increase of 2.2% from the 2008-09 budget of \$73,600.

**Hotel/Motel Fund.** The City of Franklin levies a 4% local lodging tax on the gross receipts of hotels. Through the hotel/motel fund, the City pays debt service on the Conference Center and park expansions (Harlinsdale and Eastern Flank). The City dedicates 1% of the tax to support the Williamson County Convention and Visitors Bureau. Despite the sluggish economy, receipts in the hotel/motel fund have largely met expectations. The proposed 2009-10 budget provides for \$1.97 million in expenditures, which is an increase of 8.1% compared to the 2008-09 budget. This increase is driven by an increase in debt service requirements.

**Transit Fund.** The City maintains a special revenue fund to account for the operations of the Franklin transit system. The system is funded primarily by a general fund transfer, grants, and rider fares. The general fund subsidy is \$503,838, a reduction of 10% from fiscal year 2008-09. In total the transit budget is recommended at \$1.01 million, down from \$1.08 million in the 2008-09 budget.

**Community Development Block Grant Fund.** The city segregates funds received through the Federally-funded Community Development Block Grant program. For 2009-10, funding is expected to reach \$275,502, a slight increase over the current year funding of \$270,070.

**Debt Service Fund.** This year 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. Transfers are made to this fund from various operating and special revenue

funds to cover debt obligations. The proposed 2009-10 budget for the debt service fund is \$7.8 million.

**Outside agency funding.** The City funds various human service, non-profit, and community service organizations through its budget each year. In total, the 2008-09 budget funded these organizations at \$454,910. The proposed 2009-10 budget reduces this total funding by 10%. The United Way panel has allocated funds among the various participating United Way agencies within the 10% reduction target.

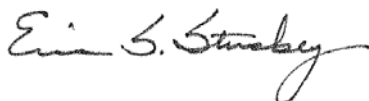
**Cash Reserves and Bond Rating.** Two of the key measures of a city's financial health are its reserves and its bond rating. The City recently adopted a reserve policy that identifies a 33% general fund reserve as an important benchmark. The City of Franklin is currently projected to end the current fiscal year with a general fund reserve of at least \$27.4 million or 52% of the annual revenue. Through the planned use of \$980,204 million of reserves to fund specific capital equipment purchases, it is projected that our general fund reserves will be \$26.4 million or 49% of annual revenues at the end of fiscal year 2009-10. Clearly, the City is maintaining significant reserves to comply with Board policy and to protect against future economic downturns. The reserve policy along with a soon-to-be adopted debt policy provides a needed framework for maintaining the City's Aaa bond rating by Moody's Investment Services. Bond ratings generally reflect on both the overall financial strength of the governmental entity and the health of the jurisdiction's local economy. Franklin's rating is the highest possible and places it in a select group of only 98 cities across the United States.

## Summary

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

Many throughout the City organization contributed countless hours toward the completion of the recommended budget. Their commitment to public service and to the betterment of the City of Franklin is inspiring. I would like to extend my appreciation to Assistant City Administrators Russ Truell and Vernon Gerth, our leadership team (department directors and key staff), the administration and finance department staff whose support and leadership have been instrumental to the budget process. A special thanks to Lanaii Benne, Monique McCullough, Mike Lowe, Steve Sims, and Russ Truell, who were crucial to the production of this document. Finally, I offer my gratitude to the Board of Mayor and Aldermen for their leadership, stewardship and support through which the City of Franklin will meet the challenges and opportunities that lay ahead.

Respectfully submitted,



Eric S. Stuckey  
City Administrator

# City of Franklin

## **Budget Document**

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

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

The appendices include a complete list of capital expenditures (acquisitions that include land or easements; buildings acquired, constructed, or improved; parks and recreation facilities; infrastructure such as drainage, streets, curb and gutter, gateway enhancement and streetscape, bridges and tunnels, sidewalks, traffic signals, and streetlights; and equipment over \$10,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software) in Appendix A.

Also, a glossary of the terms used in the budget is Appendix B. A listing of expenditure classifications is Appendix C. Appendix D is the Reserve Fund Policy. Appendix E is the City's debt policy. A complete listing of the pay grades and salaries in the City's pay plan is Appendix F.

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

The budget gives some history of expenditures by providing actual data from fiscal years 2007 and 2008. For fiscal year 2009, budget numbers and an estimate of the final results are provided.



# Budget Ordinance

## ORDINANCE NO. 2009 - 23

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TN ADOPTING A BUDGET FOR THE FISCAL YEAR 2009-2010; PROVIDING AN EFFECTIVE DATE"

**WHEREAS**, the City Charter, Article VII, 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, 2009 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 2009-2010 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 Improvements Budget  
July 1, 2009 - June 30, 2010

**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 VII.

**SECTION III:** That this Ordinance shall take effect on July 1, 2009, from and after its passage on Third and Final Reading; the health, safety and welfare of the citizens of the City of Franklin requiring it.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

By:   
ERIC STUCKEY  
City Administrator

By:   
JOHN C. SCHROER  
Mayor

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

5/26/09  
6/9/09  
6/9/09  
6/23/09

# Property Tax Ordinance

## ORDINANCE NO. 2009-24

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2009-2010; 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 2009-2010 pay a tax of 43.4 Cents (\$.434) 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 I shall be divided as follows:

General Fund	32.0 cents	(\$0.320)
Debt Service Fund	11.4 cents	(\$0.114)

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

ATTEST: CITY OF FRANKLIN, TENNESSEE

BY:   
ERIC STUCKEY  
City Administrator

BY:   
JOHN C. SCHROER  
Mayor

PASSED FIRST READING: May 26, 2009  
PUBLIC HEARING HELD: June 9, 2009  
PASSED SECOND READING: June 9, 2009  
PASSED THIRD READING: June 23, 2009

# Solid Waste Ordinance

## Solid Waste Ordinance

ORDINANCE 2009-25

TO BE ENTITLED: "AN ORDINANCE TO AMEND SECTION 17-113 OF THE FRANKLIN MUNICIPAL CODE TO INCREASE THE FEES FOR COLLECTION OF GARBAGE AND REFUSE."

**SECTION I: BE IT ORDAINED** BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that Section 17-113 of the Franklin Municipal Code is hereby deleted in its entirety and the following substituted in lieu thereof:

**"17-113. Schedule of Fees for Disposal of Garbage and Refuse.**

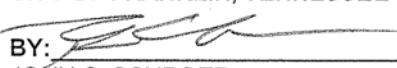
- (1) Residential. A fee of \$12.00 per month for the first household container (once per-week pickup), \$3.00 for the second and subsequent containers shall be paid to the City for the disposal of solid waste.
- (2) Commercial.
  - (a) Roll-out. \$20 per month per container, for one (1) time per week service. Any additional service will be \$20 per haul.
  - (b) Dumpsters. One (1) time per week - \$75 per month (minimum charge per container); two (2) times per week - \$150.00 per month; three (3) times per week - \$225.00 per month; four (4) times per week - \$300.00 per month; five (5) times per week - \$375.00 per month. For any extra unscheduled dump there shall be a fee of \$75.00 per container, per request, if non-containerized, \$100 per vehicle, per request, in addition to any other fees that may be required by law.
  - (c) Vertical Compactors. One (1) time per week - \$110.00 per month (minimum charge per container); two (2) times per week - \$220.00 per month; three (3) times per week - \$330.00 per month; four (4) times per week - \$440.00 per month; five (5) times per week - \$550.00 per month (any extra unscheduled dump shall be a fee of \$150.00 per container, per request, if non-containerized, \$100 per vehicle, per request), in addition to any other fees that may be required by law.
  - (d) Dead Animal – Commercial Only. \$5.00 per animal, minimum charge \$25.00.
  - (e) Special Event. To be determined by the Solid Waste Director, depending on size, duration and nature of event."
  - (f) Commercial Cardboard Recycling Service. One time per week: \$50/month. Two times per week: \$100/month.

**SECTION II. BE IT FINALLY ORDAINED** BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that this Ordinance shall take effect for billing cycles beginning July 1, 2009, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

BY:   
ERIC STUCKEY  
City Administrator

CITY OF FRANKLIN, TENNESSEE

BY:   
JOHN C. SCHROER  
Mayor

PASSED FIRST READING:  
PASSED SECOND AND FINAL READING:

5/26/09  
6/9/09

## City of Franklin

# Budget Preparation

In January, City staff outlines budget goals and a schedule for the upcoming fiscal year. During February, March and April, budget interviews were conducted by the Budget and Finance Committee with departments. Normally budget goals are discussed with the Board's Budget and Finance Committee and department staff. With a new City Administrator joining the organization and the reconstitution of the Budget and Finance Committee in January, the Fiscal Year 2009-2010 Budget Goals will be reviewed and adopted during the budget hearing process.

After reviewing the FY 2008-09 budget, requests for the new fiscal year budgets were submitted by the various departments to the City Administrator and Assistant City Administrators. The requests were analyzed with a focus on maintaining or enhancing service levels within the City's fiscal capabilities, identifying opportunities for community development, and avoiding employee layoffs and related negative service impacts.

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

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

The City has been able to maintain an outstanding level and quality of services delivered to the residents and businesses of this City. For the past four years, our Police, Fire and

Solid Waste departments have participated in a benchmarking project with other Tennessee cities. Results from those studies show that Franklin residents receive an above average level of service. (Please note: these benchmarking results are included in the discussions of the participating departments). Earlier this year, the City formed a performance measure team with representatives from every department. In this budget, each department has identified key performance measures related to their service delivery efforts and sustainability initiatives.

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

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

- Aaa (Triple A) Bond Rating by Moody’s Investment Services
- GFOA Award for Excellence and Financial Reporting (17<sup>th</sup> year)
- GFOA Distinguished Budget Presentation Award (1<sup>st</sup> year)
- Tennessee 3-Star Award for Community Economic Preparedness (5<sup>th</sup> year)
- Tree City USA (5<sup>th</sup> year)
- Updated Fire ISO Rating from 3 to 2 (Highest rating in the state)

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

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

# City of Franklin Budget Goals

## Financial Goals

- Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.
- Continue to pursue options for revenue diversification among property taxes, sales taxes, fees, interest earnings, other income, and state shared revenues with expenditure growth reviewed annually in terms of population increases and desired public service levels.
- Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.
- Maintain an undesignated reserve fund in compliance with the Board of Mayor and Aldermen's adopted policy.
- Stabilize our operational expenses through prudent actions, such as joining a fuel hedging contract with Metro Davidson County.

## Non-Financial Goals

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

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

### **Specific Fiscal Year 2010 Initiatives**

- To continue the emphasis that will maintain and enhance existing level of services to the citizens of Franklin to focus upon core values of excellence, innovation, teamwork, integrity and an action-orientation.
- Determine an action plan to implement the long-term assessment of City Hall facilities and operational needs due to growth, service requirements, and technology.
- To continue to identify opportunities to expand and enhance the City's communication with the public through various strategies and mediums.
- To promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.
- To encourage a County wide study of economic development structures and opportunities.
- To continue the City's participation in the benchmarking program through UT-MTAS and other organizations, such as ICMA or GFOA.
- Support the sustainability efforts identified by staff and the City's sustainability committee.
- Continue efforts to recruit qualified employees including the efforts to diversify the workforce.
- Continue efforts to find a workable solution to public transportation needs that would provide needed services with a more effective financial solution.

# Budgeted Funds

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

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

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

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

Solid Waste (Sanitation) Fund – Special Revenue fund for the accounting of fees collected in the disposal and collection of residential and commercial garbage. Also, it includes costs for fleet maintenance.

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

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

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

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

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

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

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

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



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

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

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

## City of Franklin Budget Calendar

<b>Department Budget Information Meetings (Budget Files Made Available During Meetings)</b>	<b>Beginning February 9</b>
<b>Department Requests Due ( requests submitted within Department Budget Files in shared drive)</b>	<b>Due same month as budget hearing</b>
<b>Initial Meetings with City Administrator and Comptroller</b>	<b>2 weeks before budget hearing</b>
<b>Proposed Department Budgets to Committee and Board for Budget Hearing</b>	<b>1 week before budget hearing</b>
<b>Budget Hearings</b>	<b>Each Finance Committee Meeting in February through May</b>
<b>Proposed Budget Compiled for Board of Mayor and Aldermen</b>	<b>Friday, May 15, 2009</b>
<b>Budget Hearings</b>	<b>Tuesday, May 19; Wednesday, May 20; and Thursday May 21</b>
<b>First Reading of Budget and Tax Rate ordinances</b>	<b>Tuesday, May 26, 2009</b>
<b>Second Reading (Public Hearing)</b>	<b>Tuesday, June 9</b>
<b>Third &amp; Final Reading</b>	<b>Thursday, June 23</b>
<b>New Fiscal Year Begins</b>	<b>Tuesday, July 1</b>

Amendments to the proposed budget may be made during the budget hearings and included in the approved budget after third and final reading. Once the budget is approved, any budget amendments are required according to municipal code to have three readings before the Board of Mayor and Aldermen.

Any departments (which are the legal level of budgetary control) that exceed their legally adopted budget amount are required by State law to have amendments approved by the Board on three readings to cover the actual expenditures.

## City of Franklin

# Budget Amendments

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

***There was one amendment to the budget as proposed. As shown on the Property Tax Ordinance on page 18, property taxes for fiscal year 2009-2010 were split between the General Fund and new Debt Service Fund.***

***This amendment reduced property tax revenues in the General Fund by \$3,052,291 and a transfer of this amount to the new Debt Service Fund. With the amendment, this amount is a direct funding source (instead of a transfer from General) in the Debt Service Fund. This amount equates to 11.4 cents of the 43.4 cents total property tax rate.***

***Note: Although updated elsewhere in the budget document, the transmittal letter on pages 7 through 15 includes this amount in General Fund revenues and within transfers to other funds as originally proposed.***

2010 Amendment - Effect on Each Fund

Fund	Page	Proposed Beginning Fund Balance	Proposed Revenue	Revenue Amendments	Proposed Expenditures	Expenditure Amendments	Proposed Ending Fund Balance	Revised Ending Fund Balance
General	62	\$27,394,317	\$53,611,607	(\$3,052,291)	\$54,591,811	(\$3,052,291)	\$26,414,113	\$26,414,113
Street Aid	177	\$238,875	\$2,261,125		\$2,500,000		\$0	\$0
Solid Waste	188	\$0	\$7,517,615		\$7,517,615		\$0	\$0
Road Impact	178	\$1,902,120	\$2,030,000		\$2,224,743		\$1,707,377	\$1,707,377
Facilities Tax	202	\$1,330,562	\$2,145,000		\$1,312,000		\$2,163,562	\$2,163,562
Stormwater	175	\$4,884,164	\$2,083,680		\$1,250,006		\$5,717,838	\$5,717,838
Drug	155	\$446,840	\$208,000		\$90,210		\$564,630	\$564,630
Hotel/Motel	203	\$1,910,266	\$1,657,400		\$1,972,086		\$1,595,580	\$1,595,580
Transit	145	(\$355,150)	\$1,010,964		\$1,010,964		(\$355,150)	(\$355,150)
CDBG	143	\$0	\$275,502		\$275,502		\$0	\$0
Debt Service	205	\$0	\$7,470,611		\$7,465,611		\$5,000	\$5,000
Totals		\$37,751,994	\$80,271,504	(\$3,052,291)	\$80,210,548	(\$3,052,291)	\$37,812,950	\$37,812,950

After amendment:

The total proposed beginning fund balances of all funds appropriated are \$37,751,994.

The total revenues of all funds appropriated are \$77,219,213.

The total expenditures of all funds appropriated are \$77,158,257.

The total ending fund balances of all funds appropriated are \$37,812,950.

Note: Interfund Transfers are not eliminated in the totals above. (They are eliminated on page 206).

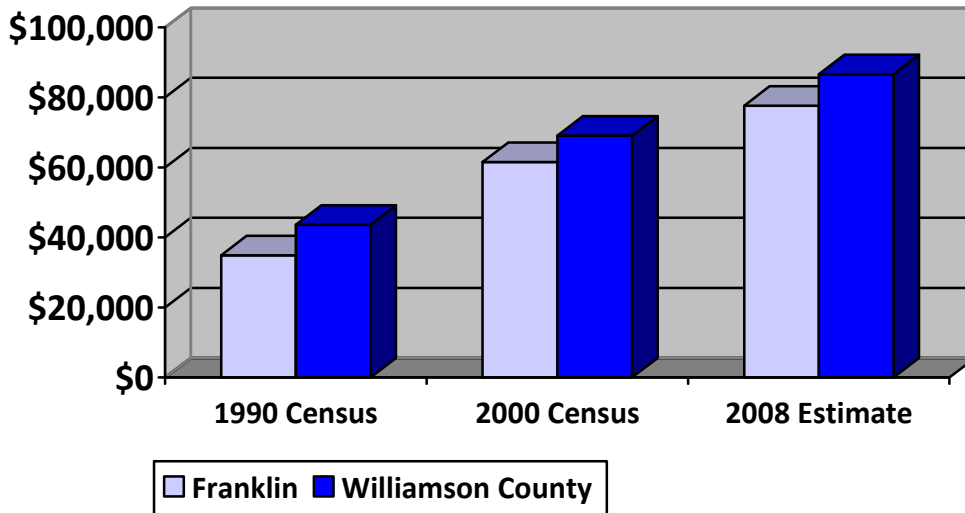


HISTORIC  
**FRANKLIN**  
TENNESSEE

## City of Franklin Demographic Information

<u>Income</u>	<u>Franklin</u>	<u>Williamson County</u>
Median Household Income	\$75,602	\$96,648
Average Household Income	\$88,953	\$106,258
Per Capita Income	\$32,721	\$36,895

### Median Household Income



### Education Attainment for Adults Age 25 Years and Older

Education Level	<u>Franklin</u>		<u>Williamson County</u>	
	Number	Percent	Number	Percent
<High School	1,694	5.1%	5,324	4.7%
High School	6,664	20.2%	24,267	21.5%
Some College	5,628	17.0%	18,471	16.4%
Associate Degree	2,113	6.4%	6,841	6.1%
Bachelor's Degree	12,263	37.1%	40,082	35.5%
Graduate Degree	4,679	14.2%	17,878	15.8%
<b>Total</b>	<b>33,041</b>	<b>100.0%</b>	<b>112,863</b>	<b>100.0%</b>

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

# City of Franklin

## 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 financial, agricultural, wholesale, retail, manufacturing, and service industries. No single industry is critical to the region's economy. The City of Franklin covers approximately an area of 39 square miles, and serves a population of 56,219 according to the City's 2008 special census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee, with the population doubling in the last ten years.

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

The City of Franklin has operated under a Mayor/Board of Aldermen form of government under state charter since 1903. Policy-making and legislative authority are vested in a governing board consisting of the mayor and 8 other members (Aldermen). The Board is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring both the government's administrator and



attorney. The government's 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 nominating the heads of the various departments for the Board's approval. The Board is elected on a non-partisan basis. Board members serve four year staggered terms, with four aldermen elected at large and the remaining four elected by ward two years later. The aldermen elected by wards must live within the ward in which they represent. The Mayor also serves a term of four years.

The City of Franklin provides a full range of



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

The annual budget serves as the foundation for the City of Franklin's financial planning and control. All departments of the City of Franklin are required to submit requests for budget appropriations to the City Administrator in the first quarter of the

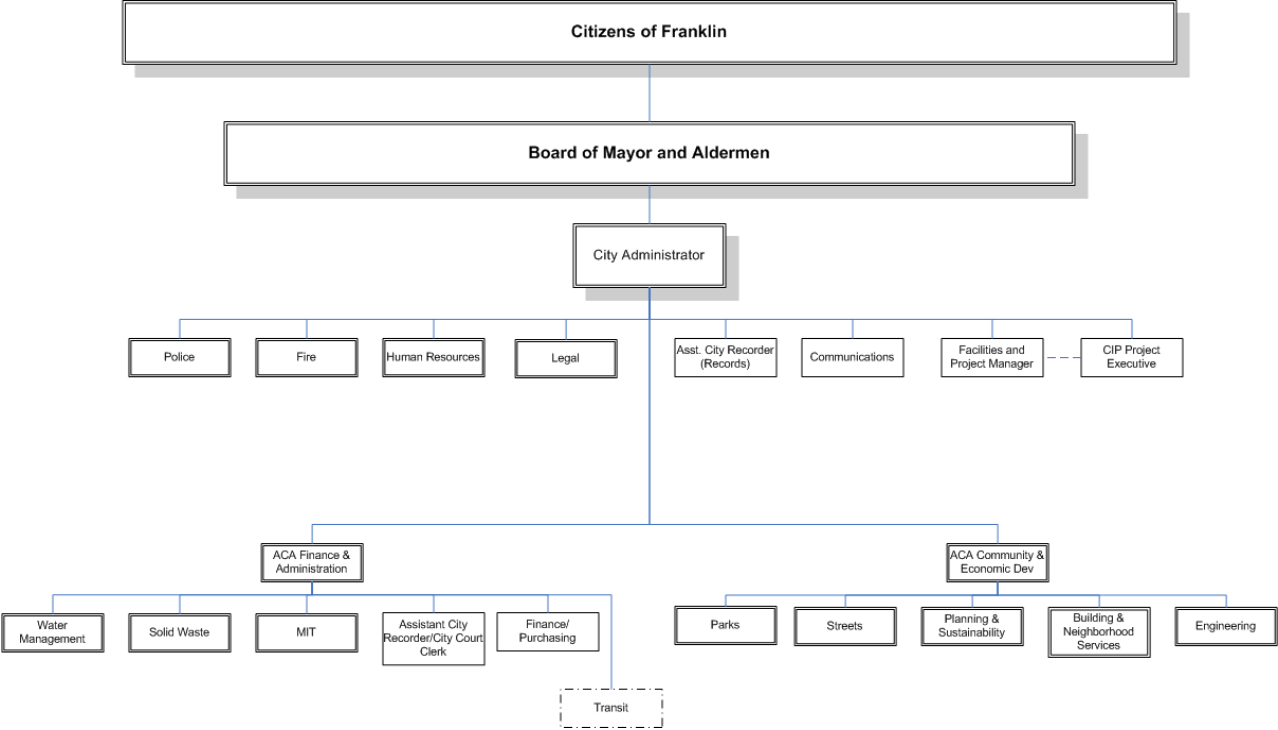
calendar year. The government's administrator, in concert with the Chief Financial Officer, uses these requests as a starting point for developing a proposed budget. After numerous meetings with



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 Organizational Chart





# City of Franklin

## 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 four (4) 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**
  - a. Elected Officials (General Fund)
  - b. Administration Department (General Fund)
  - c. Human Resources Department (General Fund)
  - d. Law Department (General Fund)
  - e. Communications Division (General Fund)
  - f. Project and Facilities Management (General Fund)
  
2. **Finance & Administration**
  - a. Finance Department (General Fund)
  - b. Municipal Information & Technology (General Fund)
  - c. Purchasing Office (General Fund)
  - d. Recorder's Office (General Fund)
  - e. Court (General Fund)
  - f. Water Management Department (Water/Wastewater/Reclaimed Fund)
  - g. Solid Waste Department (Solid Waste Fund)
  
3. **Community & Economic Development**
  - a. Building and Neighborhood Services Department (General Fund)
  - b. Planning and Sustainability Department (General Fund)
  - c. Streets Department (General and Stormwater Funds)
  - d. Engineering Department (General Fund)
  - e. Parks Department (General Fund)
  - f. Community Block Grant Administration (CDBG Fund)
  
4. **Public Safety**
  - a. Police Department (General Fund)
  - b. Fire Department (General Fund)
  - c. Drug Fund Operations (Drug Fund)

## City of Franklin

# Pay and Classification Plan

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

While the City continues to be committed to the compensation plan adopted during the 2007-08 budget process, there are no budgeted raises (cost of living adjustment or merit increase) for the employee population this year due to the economic downturn. The goal of the City is to attempt to avoid possible layoffs by keeping the salaries of the employees at the same level as budgeted in the 2008-09 fiscal year.

During the past year the City has made a number of adjustments in the classification plan due to the restructuring of the organizational chart, reclassification of positions, and recommendations of the Centre Group (the Compensation Plan Advisor). One adjustment recommendation was to review specific jobs in the City and compare to the equal positions in a precisely targeted market area; upon completion of this analysis, the City modified the compensation of a number of below-market groups within the City compensation structure. Another adjustment was made for tenured employees with eight (8) or more years of service who met specific performance criteria.

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

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

## City of Franklin

# Authorized Full-Time Positions

As of July 1, 2009, total authorized employment for the municipal government's General and Special Funds is 608 full-time employees with 52 part-time/seasonal employees. In addition, the Water & Wastewater Fund (included in a separate budget document) has 81 full time and no part-time employees.

Authorized part-time positions are shown within the individual departments that have these positions.

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

Function/Program	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Administration	16	17	17	18	10	11	9	9	9	5
Building & Neighborhood Services	15	16	17	18	20	23	25	27	27	27
Capital Investment Planning	*	*	*	*	*	*	*	*	*	2
Communications	*	*	*	*	1	1	1	1	1	3
Court	2	2	3	3	3	3	3	3	3	3
Engineering	7	9	7	7	8	6	9	11	9	8
Finance	11	10	10	11	11	11	11	11	11	11
Fire	113	116	119	131	138	142	156	158	158	158
HR	5	5	5	5	5	6	6	6	8	8
Law	*	*	*	*	*	*	3	3	3	3
MIT	*	*	9	9	9	10	14	17	17	17
Parks	10	9	11	14	15	18	20	25	29	29
Planning & Sustainability	7	8	9	9	9	11	12	13	17	18
Police	122	130	136	141	151	160	169	176	176	176
Project and Facilities Management	*	*	*	*	5	5	5	5	5	7
Purchasing	*	*	*	*	*	*	2	2	2	2
Recorder's Office	*	*	*	*	7	7	11	14	14	14
Solid Waste	41	42	42	46	49	51	53	56	59	59
Stormwater	*	*	5	5	9	9	11	11	11	11
Streets	33	35	34	35	37	37	41	41	43	44
TOC	*	*	*	*	*	3	3	3	3	3
Water & Wastewater	64	70	75	75	74	83	79	81	80	81
<b>TOTAL</b>	<b>446</b>	<b>469</b>	<b>499</b>	<b>527</b>	<b>561</b>	<b>597</b>	<b>643</b>	<b>673</b>	<b>685</b>	<b>689</b>

Note 1: Twenty-eight (28) vacant full-time positions above are not funded in fiscal year 2010.

Administration	1
Building & Neighborhood Services	2
Finance	1
Fire	1
MIT	2
Parks	4
Police	13
Solid Waste	4
<b>Total Not Funded</b>	<b>28</b>

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

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

## City of Franklin

# Change in Authorized Personnel Positions

The approved budget provides for 3 new full-time positions (with one a reclassification from part-time to full-time) in the new fiscal year and twenty-five (28) full-time and five (5) part-time positions that will not be funded. Some position authorizations may be staggered to reflect a capital project completion or calendar period.

<b><u>DEPARTMENT</u></b>	<b><u>TITLE</u></b>	<b><u>July 1, 2009</u></b> <i>(unless otherwise noted)</i>
<b>ADMINISTRATION</b>	<b>Administrative Assistant - Not funded CIP Executive to Capital Investment Planning Communications Manager to Communications Public Outreach Specialist to Communications Facilities Project Manager to Project and Facilities Management</b>	<b>Pay Grade 12 Pay Grade 26 Pay Grade 22 Pay Grade 21 Pay Grade 22</b>
<b>BUILDING AND NEIGHBORHOOD SERVICES (formerly CODES)</b>	<b>Zoning Coordinator – Not funded Building Inspector – Not funded Reclassification – Building Inspector-Electrical to Neighborhood Resources Supervisor</b>	<b>Pay Grade 20 Pay Grade 16 PG 16 to TBD</b>
<b>CAPITAL INVESTMENT PLANNING</b>	<b>CIP Executive from Administration Engineering Associate from Engineering Secretary (part-time) from Engineering</b>	<b>Pay Grade 26 Pay Grade 16 Pay Grade 9</b>
<b>COMMUNICATIONS (formerly CHANNEL 10)</b>	<b>Communications Manager from Administration Public Outreach Specialist from Administration</b>	<b>Pay Grade 22 Pay Grade 21</b>
<b>ENGINEERING</b>	<b>Engineer I – Funded for ½ year Engineering Associate to Capital Investment Planning Secretary (part-time) to Capital Investment Planning Reclassification-Secretary to Permit Technician Reclassification-Engineer I to Engineer II Reclassification-Engineer II to Engineering Supervisor</b>	<b>Pay Grade 20 Pay Grade 16 Pay Grade 9 PG 10 to 12 PG 20 to 21 PG 21 to 22</b>
<b>FINANCE</b>	<b>Financial Manager – Not funded</b>	<b>Pay Grade 19</b>
<b>FIRE</b>	<b>Firefighter – Not funded Intern – Not funded Accreditation Manager (part-time) – Not funded Reclassification – General Services Technician Reclassification – Training Officer-Captain</b>	<b>Pay Grade 13 N/A TBD PG 9 to TBD PG 19 to TBD</b>
<b>PROJECT AND FACILITIES MANAGEMENT</b>	<b>Facilities Project Manager from Administration Custodian – Added (for new Police Headquarters)</b>	<b>Pay Grade 22 Pay Grade 7</b>

<b><u>DEPARTMENT</u></b>	<b><u>TITLE</u></b>	<b><u>July 1, 2009</u></b> <i>(unless otherwise noted)</i>
<b>LAW</b>	<b>Intern – Not funded</b>	<b>N/A</b>
<b>MIT</b>	<b>Database Adm/Webmaster – Not funded Enterprise Application Manager - Not funded Intern – Not funded</b>	<b>Pay Grade 21 Pay Grade 20 N/A</b>
<b>PARKS</b>	<b>Parks Athletic Field Worker – Not funded Parks Facilities Worker – Not funded Grounds Maintenance Worker – Not funded Landscaping Worker – Not funded Arborist (part-time) – Not funded</b>	<b>Pay Grade 11 Pay Grade 9 Pay Grade 9 Pay Grade 9 Pay Grade 16</b>
<b>PLANNING AND SUSTAINABILITY</b>	<b>Preservation Planner – Funded ½ year Sustainability/Grants Coordinator – Added (75% grant-funded) 2 Interns to 1 Reclassification – Admin Secretary to Permit Tech Reclassification – Principal Planner to Long Range Planning Supervisor Reclassification – Change title of Design/Planning Supervisor to Current Planning Supervisor</b>	<b>Pay Grade 21  Pay Grade 21 N/A PG 10 to 12 PG 21 to TBD  Pay Grade 22</b>
<b>POLICE</b>	<b>Two (2) Detectives – Not funded Seven (7) Police Officers – Not funded Three (3) Communications Officers – Not funded Records Clerk – Not funded Five (5) Police Officers – Funded for ½ year Administrative Secretary – Funded for ½ year</b>	<b>Pay Grade 15 Pay Grade 13 Pay Grade 11 Pay Grade 9 Pay Grade 13 Pay Grade 10</b>
<b>SOLID WASTE</b> <b>Admin</b> <b>Collection</b>  <b>Disposal</b>	<b>Solid Waste Assistant Director – Not funded Solid Waste Truck Driver/Operator – Not funded Solid Waste Driver – Not funded Tractor Trailer Driver – Not funded</b>	<b>Pay Grade 22 Pay Grade 11 Pay Grade 10 Pay Grade 12</b>
<b>STREETS</b> <b>Maintenance</b>  <b>Traffic</b>	<b>Administrative Secretary (from part-time to full-time) Two (2) Street Crew Workers (part-time) to Three (3) Reclassification – Traffic Striping Technician to Traffic Striping Supervisor</b>	<b>Pay Grade 10 Pay Grade 8 PG 14 to TBD</b>

## City of Franklin

# 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 an AAA-rated city, according to Moody's Investor Services and Standard & Pools.

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 this year, 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 D.

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

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.

# Fund Balance Changes

Fund	Brief Fund Description	Estimated Beginning Fund Balance	Budgeted Increase / (Decrease)	Budgeted Ending Fund Balance	Percent Increase / (Decrease)	Major Factor(s) for Fund Balance Change
<b>General</b>	The general operating fund of the City. Most department operations of the City are funded by the general fund.	\$27,394,317	(\$980,204)	\$26,414,113	-3.6%	Decrease due to increased retirement costs, operating costs, and replacement of capital.
<b>CDBG</b>	Used to account for receipts from CDBG grants and usage of these monies to further community development.	\$0	\$0	\$0	n/a	Budgeted expenditures match budgeted revenues.
<b>Debt Service</b>	Used to account for resources used for debt service and the actual principal and interest payments made.	\$0	\$0	\$5,000	n/a	Other than interest income, budgeted expenditures match budgeted revenues.
<b>Drug</b>	Used to account for drug related fines and confiscations received and usage of these monies to further drug investigations	\$446,840	\$117,790	\$564,630	26.4%	Increase intended for use in equipping new police headquarters
<b>Facilities Tax</b>	A special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth.	\$1,330,562	\$833,000	\$2,163,562	62.6%	Increase due primarily to fund's portion of police headquarters (25%) being completed.
<b>Hotel/Motel Tax</b>	Used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds are used for tourism.	\$1,910,266	(\$314,686)	\$1,595,580	-16.5%	Reduction due primarily to increase in debt service for parks and tourism projects.
<b>Road Impact</b>	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.	\$1,902,120	(\$194,743)	\$1,707,377	-10.2%	Decrease due primarily to increased debt service (paid as a transfer to debt service fund).
<b>Solid Waste</b>	Used to account for the City's solid waste collection, fleet maintenance, and disposal operations. Its primary sources of revenue are user charges and an operating subsidy from the general fund.	\$0	\$0	\$0	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance
<b>Stormwater</b>	Used to account for the City's stormwater drainage operations. Revenues are primarily from charges to residential and commercial customers based on paved areas.	\$4,884,164	\$833,673	\$5,717,837	17.1%	Increase due primarily to less capital budgeted.
<b>Street Aid &amp; Transportation</b>	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.	\$238,875	(\$238,875)	\$0	-100.0%	Reduction due primarily to use of fund revenues towards annual streets maintenance contract. An operating subsidy will be needed to maintain zero fund balance.
<b>Transit System</b>	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.	(\$355,150)	\$0	(\$355,150)	n/a	Annual operating subsidy needed from general fund to maintain zero fund balance. Grant revenues may offset deficit.
<b>Totals</b>		<b>\$37,751,994</b>	<b>\$55,955</b>	<b>\$37,812,949</b>	<b>0.1%</b>	

# City of Franklin

## Economic Outlook

### *The U.S. Economy*

Economic conditions continue to disappoint as the U S economy suffers its worst downturn in many decades. The U.S. economy has been in a recession since December of 2007 as the housing bubble deflates, access to credit has been extremely limited, and uncertainty and pessimism has made consumers and producers cut back. Inflation-adjusted gross domestic product (GDP), the most popular measure of economic activity, grew only 1.2 percent in 2008, the fourth consecutive year of slowing growth. Most sectors of the economy experienced either sluggish or negative growth. Consumption, which accounts for roughly two-thirds of GDP, grew only 0.3 percent, reflecting a decline of 4.3 percent in the consumption of durable goods such as appliances and automobiles. Residential fixed investment (housing) fell 21 percent in 2008, even larger than the 18 percent drop in 2007. Business investment grew at only 1.9 percent, buoyed by continued strong growth in structures. A weak dollar contributed to decreased imports (3.1 percent) and increased exports (6.4 percent). While inflation was a concern during the first half of the year, decreased demand has begun to push prices down. By December of 2008, the Consumer Price Index (CPI) was 0.1 percent lower than it was a year earlier. Falling prices and weak demand have caused employers to cut back, laying off workers and furloughing many more. Unemployment averaged 5.8 percent in 2008, but was increasing at yearend. In December, all 50 states saw their unemployment rates increase, the first time this happened since records have been kept.

Inflation-adjusted GDP is expected to decrease by 2.5 percent for calendar 2009. All sectors are expected to shrink, highlighted by sharp reductions in investment by both households and businesses due to a substantial contraction in credit availability. Residential investment will shrink by another 21 percent while businesses reduce investment by 15 percent. Consumption spending will decrease by 0.9 percent as stagnant incomes, a weak labor market, and limited access to credit cause consumers to save. Weak economic conditions across the globe will reduce the flow of international trade as well. U.S. imports and exports are expected to decrease by 9.6 and 7.0 percent, respectively. Since interest rates are already extremely low, the federal government will look towards government spending to help boost the economy. The massive fiscal stimulus bill will provide a large increase in government spending in 2009, with federal expenditures rising by 3.2 percent. Growth should resume in the middle of the year as credit markets continue to stabilize and confidence in financial markets is renewed.

### *The Tennessee Economy*

Statewide economic conditions also deteriorated over the course of 2008. The unemployment rate rose, income growth slowed and jobs contracted for the year. The unemployment rate rose to 7.9 percent in December and averaged 6.4 percent for the year; the unemployment rate stood at 4.7 percent in 2007. Nonfarm jobs fell 0.6 percent in 2008 compared to growth of 0.5 percent in the previous year, and nominal



personal income saw growth of only 3.7 percent, about 70 percent of growth in the previous year.

Tennessee's unemployment rate has drifted up each quarter since 2007. Labor market weakness has contributed to a shrinking statewide labor force in the third quarter of last year and a falling labor force participation rate as the year progressed. Not surprisingly, the rising unemployment rate has been accompanied by significant job losses. Most broad sectors of the economy are now in decline, aside from education and health services and government. Setbacks in manufacturing have accounted for most of the overall nonfarm job losses.

Seasonally-adjusted personal income growth was in the red in the third and fourth quarters of 2008, the first time income has contracted in recent history (i.e., dating back to the second quarter of 2005). Wage and salary income is weakening as jobs contract, with overall wage and salary income falling in the second and fourth quarters of last year. As with overall personal income, there is no period in recent history with declines in wage and salary income. As income growth has weakened, so to have taxable sales. After growing 4.1 percent in 2007, taxable sales declined 1.6 percent in 2008. The state's sales tax is performing worse than the national average, as is the case with the sales tax in many other states in the southeast.

The impact on the economy is likely to be felt locally in areas of spending, such as vacations, entertainment, furniture, electronics and eating out. Some economists estimate that for every one cent increase in the price of gas, spending in other areas will decline by one billion dollars. Retail experts estimate that the higher gasoline prices in 2008 took away \$7.00 per week from an average family budget.

Since consumer spending has fueled the economy for so many years, prospects of decrease discretionary spending bodes ill for continued expansion of the national gross domestic product. Although unemployment remains at a historically low rate of 5%, job growth continues to lag behind population growth and workers incomes have declined when adjusted for inflation. A federal stimulus package will boost growth in the middle of the calendar year, but the economy will slow again in the final quarter. Expectations for GDP growth average 1.2% for the year, and nonfarm jobs are expected to be up only 0.2% nationally. In Tennessee, personal income is expected to grow by 3.5% and nonfarm jobs will fall by 0.1%.

### ***Local Economy***

While the national economy struggles, the local economy has followed the state pattern on consumer activities. The most recent State revenue report, showing 9% negative growth for the month of April, was the worst showing year-over-year since the State began tracking revenues in 1961. City sales tax collections echoed that pattern with a twelve percent drop over the same month last year. City collections on sales activities were down sufficiently to encourage a budget amendment at midyear, reducing expected collections by \$2 million.

Unlike many areas throughout the State, construction in Franklin and Williamson County has not come to a complete halt. While permits for single family housing are well below the levels of recent years, commercial construction has continued on projects that were previously funded; and several large residential projects, however, are waiting for stability in the financial sector before they can proceed. There remain some commercial projects that are ready to begin as soon as water and wastewater utilities are available. Business taxes have been particularly strong, given the economic situation; the slowdown in retail sales will have a downward effect on business taxes.

The City of Franklin experienced the equivalent of a roller coaster ride regarding revenues, with our largest single revenue source, local sales tax, falling by 8% based on fiscal year-to-date collections. Property tax collections were right on track with budget, but licenses, permits and other construction-driven fees were off considerably. During the same period, expenditures remained below budget, thanks to the efforts of our Department Directors to curb discretionary expenses and leave authorized personnel positions vacant, where possible.

### ***Local Concerns and Obstacles***

The setbacks in residential housing continue with little or no improvement in sight, and the ripple effects of the weak housing market have now spilled across the entire economy, depressing sales of building supplies, furniture, electronics, and other housing related products. Prices, however, are adjusting to the reduction in personal income due to layoffs. Deep discount marketing has boosted unit sales, even as inventories are being drawn down. Gasoline prices are roughly half of their summer 2008 level. At some point, these effects will run their course and stability will return.

The biggest local concern is with the new range of shopping opportunities afforded to area residents and the effect of those competing retailers, combined with higher gasoline prices, will have on regional shopping. It is likely that we will see fewer trips to the established shopping facilities in Franklin as shopping centers are completed and opened. Prior to the economic downturn, the local Franklin population continued to increase at a steady rate of almost 3% per year. Combined with modest inflation and growing per capita income, that predicts a baseline growth rate in sales revenues of roughly five percent annually from local residents. That baseline growth, however, will not return in full until the national economy stabilizes and job losses are curtailed.

The Williamson County economy, based on a diversified mix of auto, healthcare, entertainment, government and service jobs, is less affected by the national trends than most Tennessee counties. However, in this “perfect storm” environment, no one has been immune to economic and financial setbacks. Economic development efforts continue to bring jobs to the area, including the new regional headquarters for Verizon Wireless that will employ over 500, and the expansion of the Cool Springs Life Science Center, which houses the headquarters of Biomimetics, which is expanding to employ 100 additional scientific jobs. Some cities throughout the nation are concerned about the erosion in home prices and the effect on property tax revenues. In Williamson County (and even in Nashville/Davidson County), property values have softened but

overall values have not fallen below their previous County appraisal rates. A major factor in the stability of the area is extremely low property tax rates and a public school system considered to be one of the best in the State. The drawback to the low tax rates, however, is an ever increasing dependence on sales tax to fund the general fund budget of the City. Over the last twenty years, the property tax rate has been reduced from \$1.75 per hundred of assessed valuation to the current level of 43 cents per hundred. Each time that property values are reassessed, the tax rate has been lowered by an offsetting amount. Without the adjustment in collections for increases in the general price index, the purchasing power of the property tax rate has fallen. The current value of the tax rate, adjusted for inflation, is 16 cents per hundred.

### ***Challenges ahead***

One of the main challenges ahead for the City is funding the large number of capital projects that will be required to serve what will soon become the eighth largest Tennessee city. Utility projects, particularly in the older sections of the City, combined with new lines that are needed for growth will require almost \$40 million in capital investment in the next few years. Road projects, including the widening of a “ring” road or “bypass”, will also require substantial funding from the City and the State. Reserves for retirement continue to absorb as much as twelve percent of the general fund budget, and reserves for retiree medical liability will need to be addressed. Overall, the City of Franklin is in an enviable position: financially strong, growing in ways that are thoughtful and appealing, recognized as one of the best places in the country for businesses, and blessed with a talented and educated workforce and a population that enjoys and appreciates their City.

### ***Short-Term Economic Outlook***

Tennessee’s fate depends on the path taken by the global and national economies in the months ahead. Unfortunately, there is no sign of a quick turnaround. However, there is the appearance in recent days of forming a bottom to the current cycle. Economists from a variety of sources have been encouraged by economic news that, while not inspiring good, has become “less bad” in each monthly report. The Tennessee State Funding Board is required each year to make a financial forecast for the Legislature. An updated forecast given to the State at the beginning of May indicates a leveling off of the year-over-year decreases in activity, with a small gain in personal income during the second half of 2009. A more uplifting forecast was given for 2010, with a first half growth rate between 2.5% and 3.0%. Averaging those numbers, the State is anticipating a fiscal year, July-to-June, increase of about 1.5% overall.

A turnaround is expected in the third quarter as monetary policy, a second fiscal stimulus package and improved housing market conditions lift the economy. Realistically, the economy’s rebound will be delayed until the end of the year or early 2010. The advantage for the City of Franklin is that dependence on consumption works both ways: while we were affected more than the State by the downturn, we are also

positioned to receive stronger growth than the State when equilibrium is reached and current conditions give way to growth.

Nonfarm jobs in Tennessee are expected to fall at least 2.2 percent this year and remain flat in 2010. The state's manufacturing sector will suffer a 6.0 percent setback in 2009 and further losses of 3.8 percent next year; however, the City of Franklin relies very little on traditional manufacturing. The unemployment rate will rise steadily over the year and reach a peak of 9.8 percent in the first quarter of next year. The annualized unemployment rate will be 8.9 percent this year and 9.6 percent in 2010.

Nominal personal income will see growth of only 0.7 percent in 2009, improving to 2.8 percent growth next year. Because deflation is expected for this year, inflation-adjusted income will actually grow at a faster rate than nominal income. There is no modern precedent for this expected phenomenon. Nominal taxable sales will continue their slide, yielding a decline of 4.5 percent in 2009 and rebounding with 2.3 percent growth in 2010.

### ***Long-Term Outlook***

Long-term growth depends fundamentally on growth in the labor force, the educational attainment levels of the workforce, private investments that businesses put into the production process and public infrastructure and services that help grease the skids for the economy. Education is especially important to economic wellbeing: Tennessee counties with well-educated adult populations enjoy lower rates of unemployment, higher rates of job creation and higher levels of per capita income than their more poorly-educated counterparts.

A long view of economic history confirms that the City of Franklin is in many ways positioned favorably to take advantage of future growth. Unemployment remains among the lowest in the state. Population growth combined with top quality education of those entering the workforce, gives a competitive advantage in recruiting businesses and future jobs. The area remains one of the top candidates for business relocations. With the exception of the automobile industry, most of the businesses centered in Williamson County are in sectors that have very positive outlooks.



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TENNESSEE

## City of Franklin

# Revenue Forecast

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

The forecast for the near term is not as positive as in prior years, primarily due to national trends. A general slowing of the economy, increased gas prices, increased retail choices in nearby communities, and significant build out of the Cool Springs area has resulted in an erosion of revenue growth that is not expected to be offset in the short term by general population increases. We should, however, expect to see growth in most of the revenue sources in the next fiscal year as financial markets stabilize.

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

### **General Fund**

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

Local Sales Tax is the City's primary revenue source. Almost half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.25% local sales tax, which is below the 2.75% allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District. Significant erosion in collections has occurred due to the national economic situation, increased gas prices and increased competition from alternative shopping options in surrounding cities.

Property Tax is the second largest source of revenue for the City and comes from Residential/Farm properties and Commercial/Industrial properties. This revenue will continue to grow in FY 2010 reflecting the completion of commercial buildings and construction of residences in 2008. The property tax rate has not increased for twenty consecutive years. The next countywide reappraisal of property is scheduled for the 2011 tax year.

Intergovernmental General Fund Revenues derived from State-shared taxes always face an uncertain path due to pressures in funding State services. The General Assembly reduced shared taxes to cities and used these funds when the State faced significant revenue shortfalls earlier this decade. During the current economic

downturn, the State has shown resolve to leave these state-shared revenues for city and county use. This budget assumes no major shift in local funding levels. This will continue to be monitored as the State finalizes its FY 2010 budget.

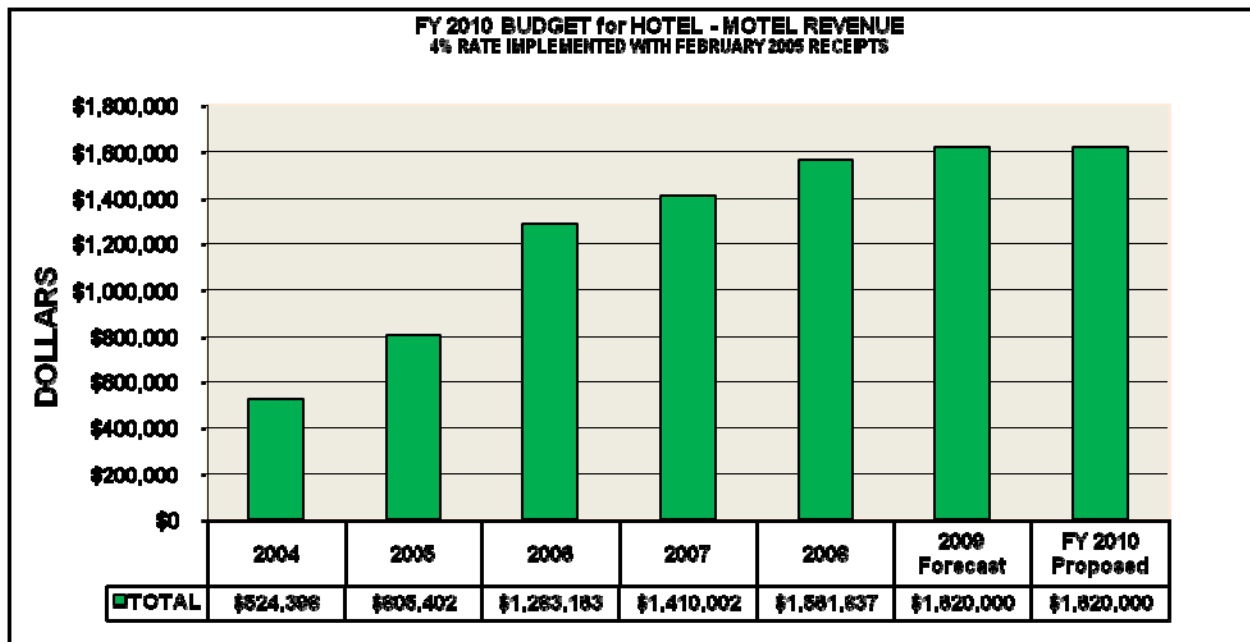
**Special Revenue funds**

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

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

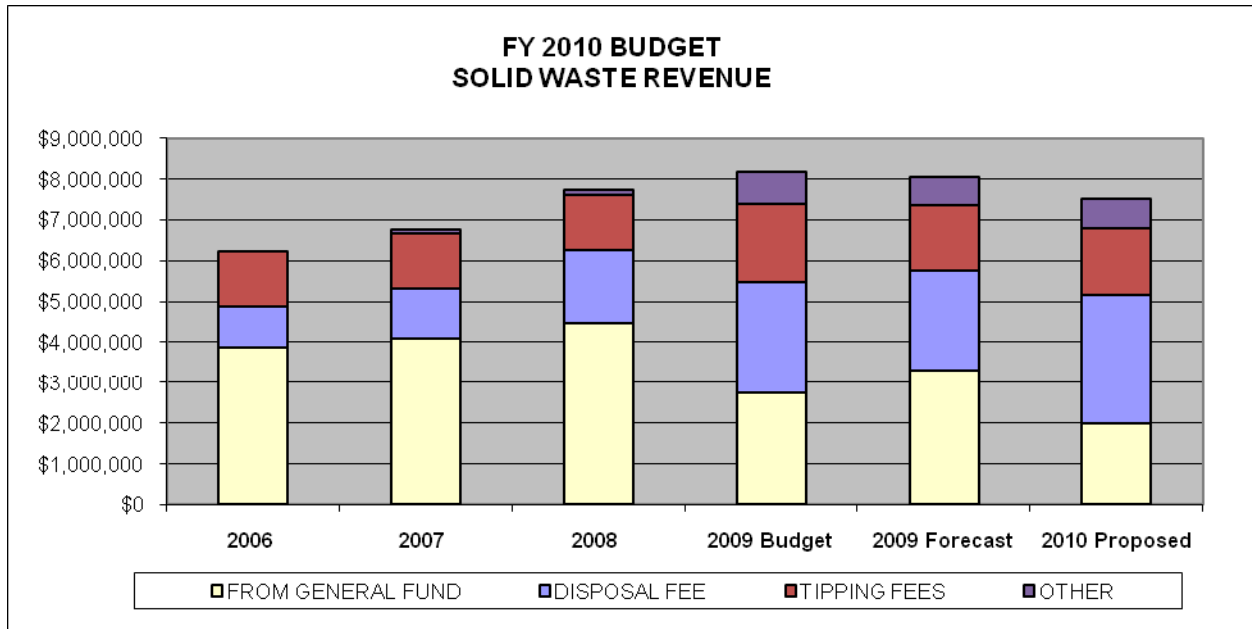
Although new hotels have opened their doors and new ones are being completed, annual growth has slowed as occupancy has been impacted by the national downturn in the economy. Currently, we have over 2,000 rooms available in the City. The additional rooms have allowed total revenues to remain constant and are projected to remain stable until the middle of 2010 when additional rooms are available and the travel business rebounds.

This tax is currently 4% and can be raised to 5%. In FY 2005 the rate was increased from 2% to 4% in order to fund the park projects. The receipts have been restated to normalize at the current 4% rate.

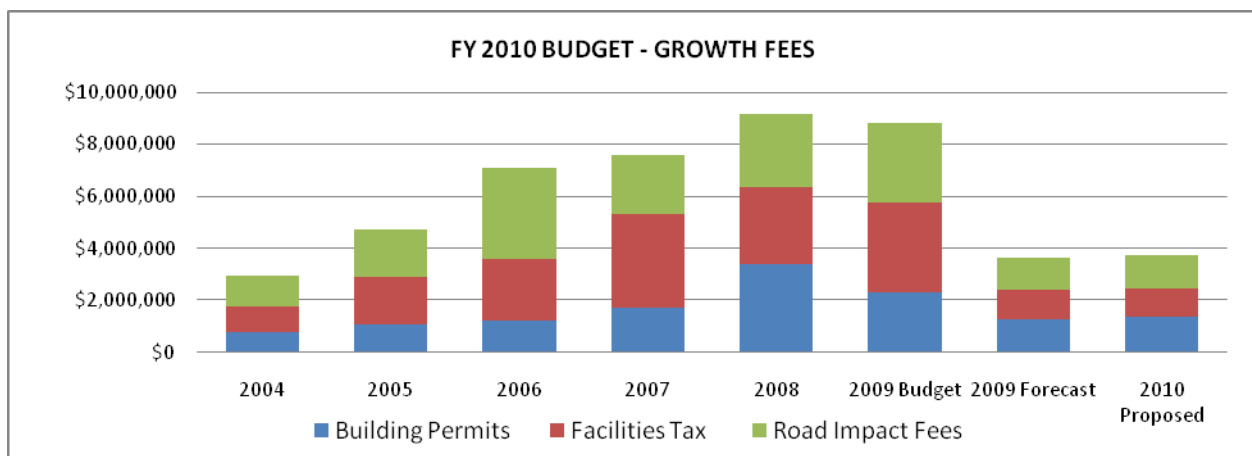


**Solid Waste** is one of the many services provided to the citizens of Franklin. Residential service is mandatory for detached housing units and billed to each customer monthly. Current service rates do not cover the full cost of providing this service. The General Fund subsidizes residential solid waste trash service by allocating funds each year to fund the difference is revenue generated and the

expense of operating the service. In FY 2010, the subsidy from the General Fund drops considerably and is projected to be approximately \$2 million assuming the residential service monthly service fee is increased from \$9/month to \$12/month.



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





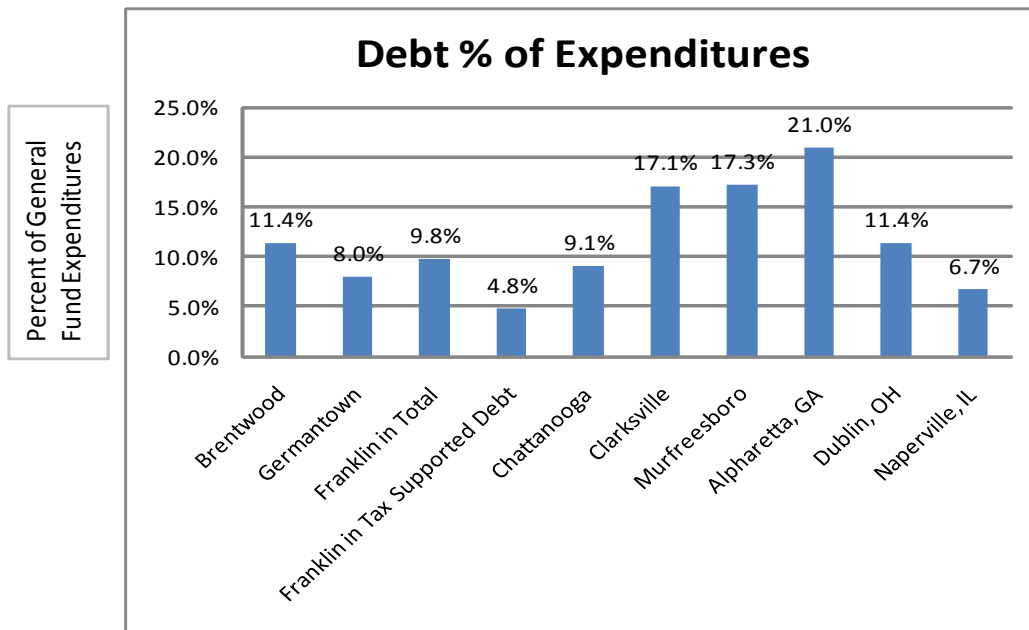
## City of Franklin

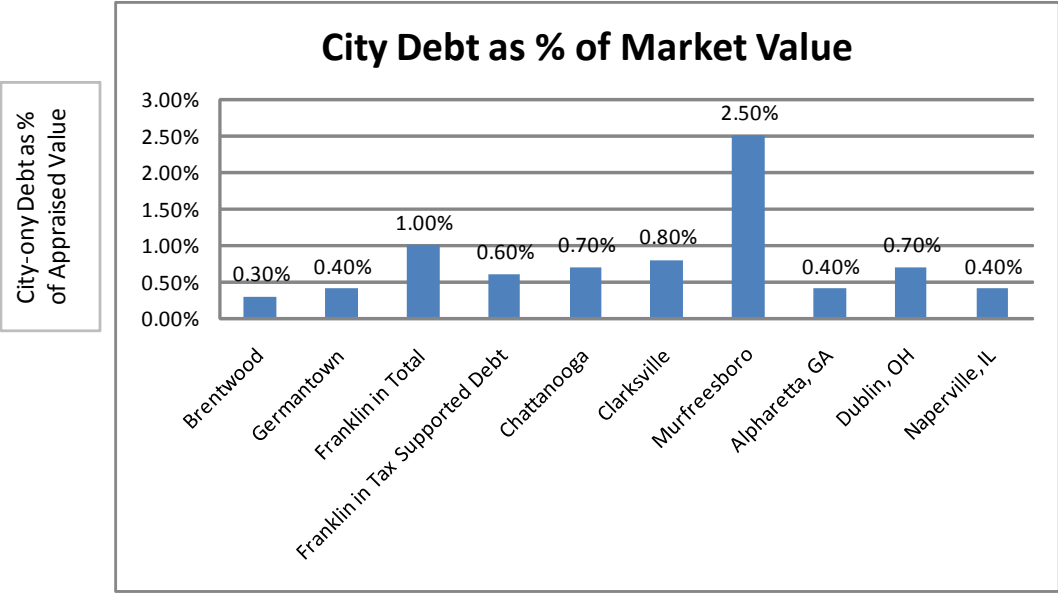
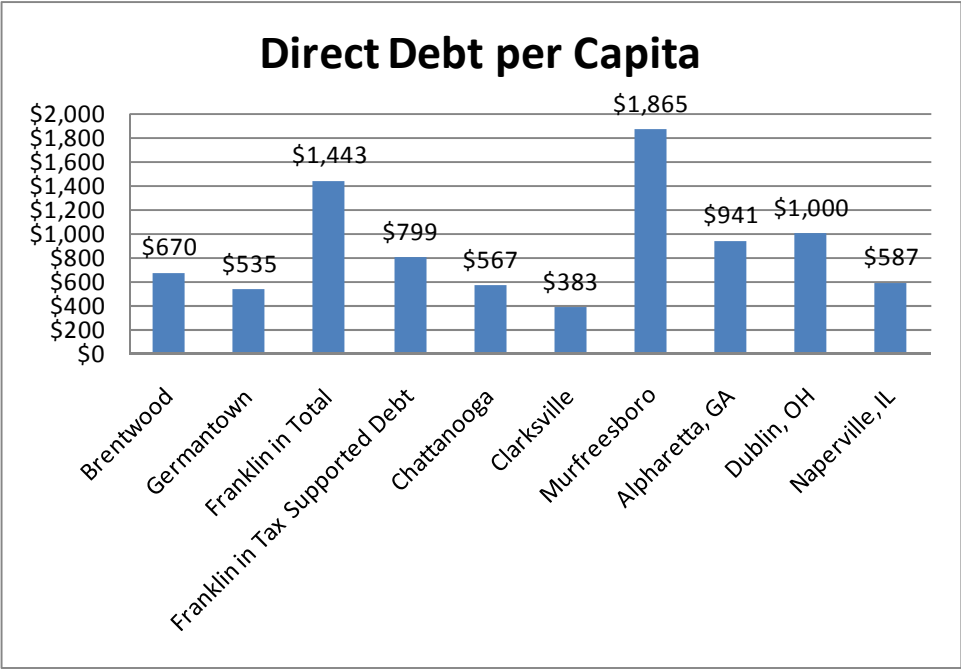
# Debt Capacity & Debt Service Levels

In FY 2009, the City completed \$25 million in borrowings out of the balance of the authorization in 2007 of up to \$65 million. The remaining \$20 million of authorized borrowing is expected to be issued during the next fiscal year. Even with that amount, there is a need for additional borrowing if all of the proposed capital projects are adopted.

The City of Franklin's bond rating by Moody's Investor Services 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. However, the City is currently reviewing a debt policy that will set 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.





## City of Franklin

# Current Debt Service

In 2010, the City has created a fund for accumulation or resources and the payment of debt service. 11.4 cents of the total property tax rate (43.4 cents) has been approved for debt service; however, the actual portion to be paid by property tax depends on the projects approved. Depending on the project's purpose, additional debt service payments are expected to be paid by the Hotel/Motel Tax Fund, the Road Impact Fund, the Facilities Tax Fund, and the Solid Waste Fund.

### GOVERNMENTAL FUNDS

BOND INFORMATION					2010 DEBT SERVICE			DEBT SERVICE PAID BY				Total	
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2010 Principal	2010 Interest	Total 2010 Principal + Interest	General Fund	Solid Waste Fund	Road Impact Fund	Hotel/Motel Tax Fund		
1	2002 Refunding	Used to retire bonds previously issued in 1996 for the Conference Center	2013	\$4,550,000	\$2,025,000	\$475,000	\$76,725	\$551,725				\$551,725	\$551,725
2	2002 TN Municipal Bond Fund	Used to construct the Century Court Public Works facilities	2017	\$5,000,000	\$3,137,000	\$348,000	\$60,000	\$408,000		\$408,000			\$408,000
3	2003 TN Municipal Bond Fund	Used to construct Century Court	2018	\$2,000,000	\$1,383,000	\$135,000	\$24,000	\$159,000		\$159,000			\$159,000
4	2004 Refunding	Used to retire bonds previously issued in 2000 for 2nd Ave Parking Garage and in 1998 for road projects	2015	\$7,770,000	\$4,875,000	\$835,000	\$143,425	\$978,425	\$440,291		\$538,134		\$978,425
5	2004 New Money	Used to purchase Harlinsdale Farm property	2024	\$8,000,000	\$7,110,000	\$290,000	\$278,269	\$568,269				\$568,269	\$568,269
6	2005 TN Loans	Used to fund 4 projects: (1) Dry Branch Mitigation, (2) 800 MHZ, (3) Royal Oaks at 96, (4) N Carothers Pkwy Extension	2024	\$13,500,000	\$11,355,000	\$595,000	\$452,200	\$1,047,200	\$1,047,200				\$1,047,200
7	2005 Refunding	Used to retire bonds previously issued in 1998 for road projects	2010	\$2,465,000	\$525,000	\$525,000	\$15,750	\$540,750			\$540,750		\$540,750
8	2005 Lawrenceburg PBA	Used for 1/2 of purchase price of Battlefield Park property (\$2.5m) and r.o.w. for McEwen (\$2m)	2021	\$4,500,000	\$3,795,000	\$255,000	\$136,242	\$391,242			\$176,059	\$215,183	\$391,242
9	2005 TN Bond Fund	Used for WI-FI communications project	2017	\$4,500,000	\$3,630,000	\$350,000	\$85,000	\$435,000	\$435,000				\$435,000
10	2007 Franklin Building Authority	Used for several projects including public safety building, parks, and road projects	2037	\$20,000,000	\$20,000,000	\$0	\$798,000	\$798,000	\$399,000		\$399,000		\$798,000
11	2009 TMBF	Used for several projects including public safety building, parks, and road projects	2029	\$25,000,000	\$25,000,000	\$797,000	\$530,000	\$1,327,000	\$530,800		\$530,800	\$265,400	\$1,327,000
<b>Governmental Funds Totals</b>				<b>\$97,285,000</b>	<b>\$82,835,000</b>	<b>\$4,605,000</b>	<b>\$2,599,611</b>	<b>\$7,204,611</b>	<b>\$2,852,291</b>	<b>\$567,000</b>	<b>\$2,184,743</b>	<b>\$1,600,577</b>	<b>\$7,204,611</b>

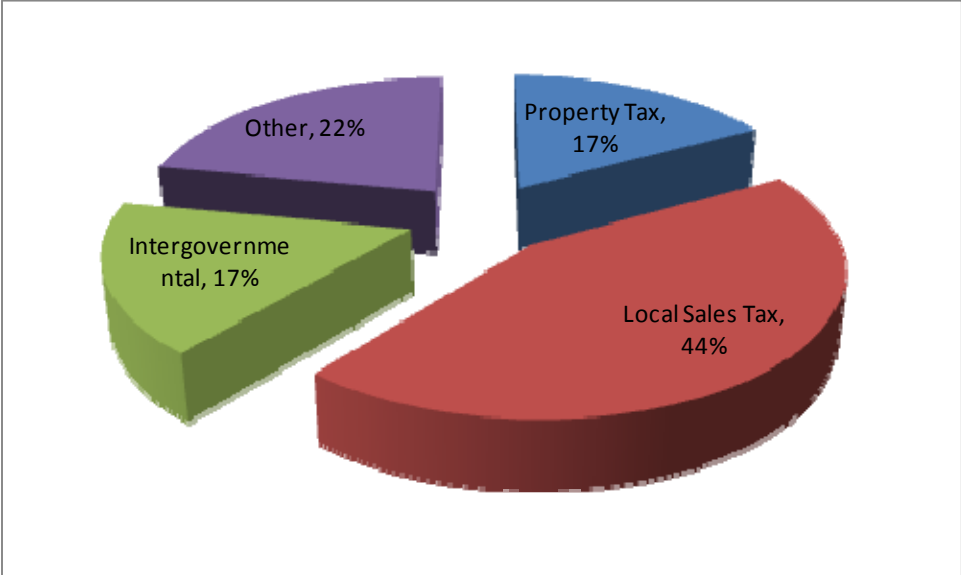
# City of Franklin Capital Projects

After going through a rating effort for the City's CIP projects, in September 2008 the Board of Mayor and Aldermen approved the top 10 CIP projects as listed below. As can be seen, there was a tie in the rating scores such that there are actually 2 projects ranked as number 10 priority. Also listed is the 12th priority project since it is the Police Headquarters Building and furnishings that is already under construction. (\*Funds in bold italics have either already been spent or they are committed by contract)

PROJECT	Priority Rank	Proposed: Debt Service Paid By	Funds Spent * and/or Committed by Contract/Budget	CIP FY 2010	CIP FY 2011	CIP FY 2012	CIP FY 2013	CIP FY 2014	TOTAL
Mack Hatcher Parkway Extension	1	Road Impact & State	<b>2,172,979</b>	\$ 13,560,000	\$ 1,412,500	\$ 37,500,000	\$ 37,500,000		\$ 92,145,479
Hillsboro Road Widening Hwy 96 to Mack Hatcher	2	Road Impact & State & Hotel/Motel	<b>1,324,221</b>	\$ 3,000,000	\$ 10,850,712	\$ 10,850,712			\$ 26,025,645
Carothers Pkwy, Phase II - Liberty Pike to McEwen Dr	3	General	<b>5,015,500</b>	\$ <b>2,570,000</b>					\$ <b>7,585,500</b>
Columbia Ave - 5-Points to Fowlkes St	4	General & Hotel/Motel	<b>1,500,101</b>	\$ 3,951,000	\$ 835,200				\$ 6,286,301
South Carothers Pkwy Improvements from Falcon Creek to Harpeth River	5	General	<b>1,570,020</b>	\$ 2,906,000	\$ 5,847,300	\$ 7,146,700			\$ 17,470,020
Third Avenue North Extension to Hillsboro Rd	6	General		\$ 606,000	\$ 3,100,000				\$ 3,706,000
Carlisle Lane/Boyd Mill Ave @ Highway 96 West Signalization	7	Road Impact	<b>157,155</b>	\$ 2,045,000					\$ 2,202,155
Corridor & Connector Streets Economic Development - Franklin Rd, 1st Ave, Bridge St & Main Street to Harpeth Bridge	7	General & Hotel/Motel	<b>682,000</b>	\$ 1,712,000	\$ 6,669,000				\$ 9,063,000
Mack Hatcher Pkwy Widening from Franklin Rd to Columbia Ave	9	State & Road Impact	TDOT		\$15,800,000				\$ 15,800,000
McEwen Dr Improvements, Phase III from Carothers Pkwy to Cool Springs Blvd	10	State & Road Impact	<b>4,787,076</b>	\$ 9,676,800	\$ 2,419,200				\$ 16,883,076
Franklin Corridor & Connector St, Segment 2 - 3rd & 4th Ave	10	General & Hotel/Motel	<b>866,750</b>		\$ 6,481,000	\$ 2,160,700			\$ 9,508,450
Police Headquarters Bldg & Furnishings	12	General & Facilities Tax	<b>32,619,670</b>						\$ 32,619,670

# **General Fund Budget**

City of Franklin  
**General Fund**  
**Current Year Revenue by Type**  
**Fiscal Year 2009-2010**



# General Fund Revenue

110

GENERAL FUND

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>LOCAL TAXES</b>	<b>38,913,476</b>	<b>39,095,168</b>	<b>38,979,500</b>	<b>38,592,000</b>	<b>36,746,609</b>
31100 Property Taxes (32 cents)	9,726,100	10,337,833	10,850,000	10,850,000	8,602,709
31120 Penalty & Interest on Taxes	28,531	8,584	40,000	40,000	40,000
31200 In Lieu of Tax (Local)	30,643	42,050	63,000	149,000	138,000
31300 Sales Tax (Local)	23,885,264	23,185,434	22,092,400	22,030,000	22,383,900
31400 Wholesale Beer Tax (Local)	1,257,375	1,312,792	1,418,400	1,350,000	1,377,000
31410 Beer Privilege Tax	15,558	17,032	18,000	18,000	18,000
31420 Wholesale Liquor Tax	689,363	726,802	755,000	745,000	760,000
31430 Liquor Privilege Tax	50,265	59,245	57,200	60,000	60,000
31440 Mixed Drink Tax	452,814	477,761	957,000	850,000	867,000
31500 Business License	2,777,563	2,927,635	2,728,500	2,500,000	2,500,000
<b>LICENSES AND PERMITS</b>	<b>4,273,426</b>	<b>4,793,850</b>	<b>3,822,267</b>	<b>2,868,900</b>	<b>2,954,400</b>
32100 Mechanical License	6,753	6,188	6,250	6,500	6,500
32110 Mechanical Permits	176,658	244,490	245,000	120,000	122,400
32120 Building Permits	2,004,371	2,395,129	1,294,922	600,000	660,000
32140 Plumbing License	5,184	5,030	6,125	7,000	7,000
32150 Plumbing Permits	154,501	147,836	182,000	75,000	76,500
32160 Electrical Inspections	284,922	329,502	286,600	200,000	204,000
32170 Plans Review Fees	54,732	105,519	85,200	145,000	148,000
32171 Consultant Fees	0	0	0	13,000	15,000
32172 Reinspection Fees	0	0	0	2,000	2,000
32173 Sign Permits	0	0	0	3,000	4,000
32180 Tree Cutting Permits	1,375	1,275	1,550	800	1,000
32190 Grading Permits	6,700	5,900	5,000	3,000	5,000
32200 Rezoning Fees	28,243	34,210	30,500	2,600	7,000
32210 Site Plan Fees	59,068	83,464	81,500	35,000	35,000
32220 Plat Submittal Fees	38,628	30,635	35,000	17,000	20,000
32230 Miscellaneous Planning Fees	1,416	1,337	2,500	14,000	15,000
32300 Beer Permits	7,750	8,500	6,250	8,000	8,000
32400 Yard Sale Permits	9,285	9,075	10,000	10,000	11,000
32500 Alarm Permits	17,590	17,646	22,000	20,000	20,000
32600 Miscellaneous Permits	5,400	5,785	6,870	8,000	8,000
32700 Franchise Fees	1,410,850	1,362,329	1,515,000	1,579,000	1,579,000
<b>INTERGOVERNMENTAL</b>	<b>7,615,897</b>	<b>7,801,620</b>	<b>8,466,380</b>	<b>8,785,180</b>	<b>8,586,307</b>
33100 Administrative Fees From Water/Wastewater	803,748	1,194,180	1,194,180	1,194,180	1,373,307
33100 Administrative Fees From Stormwater	0	0	0	0	145,000
33200 Income Tax (State)	1,474,563	1,952,187	1,125,000	1,975,000	1,500,000
33210 Sales Tax (State)	3,578,356	3,588,358	3,723,000	3,765,000	3,765,000
33230 Beer Tax (State)	26,525	27,027	29,900	25,000	25,000
33240 Bank Excise Tax (State)	187,413	169,142	150,000	156,000	150,000
33250 In Lieu of Tax-TVA (State)	410,183	458,859	503,500	540,000	556,000
33255 Increase in State Shared Taxes Due to Special Census	0	0	636,900	0	0
33260 Maintenance of State Routes (Mack Hatcher)	14,700	19,319	171,000	171,000	0
33300 Homeland Security Grant	49,118	0	0	0	0
33360 Emergency Shelter Grants	0	0	0	10,000	30,000
33400 Police Equipment Grants	10,162	1,169	0	0	0
33410 Federal Grant-Ballistic Vests	5,134	255	0	0	0
33420 Highway Safety Grant	29,626	42,286	0	0	0
33420 TN Driver Safety (Police)	0	0	0	0	10,000
33430 Community Enhancement Grant	0	4,000	0	0	0
33440 Canine Transport Grant	0	0	6,500	0	0
33500 Rideshare Grant	218,423	153,478	50,000	50,000	0
33510 Clean Cities Program	0	0	0	0	0
33540 Federal Grant-Traffic Operations Center	0	122,250	816,000	816,000	772,000
33550 TIIP Grants	700,585	0	0	0	0
33560 FIDP Grant	0	49,415	0	0	0
33590 Federal Grant-DOE Block Grant	0	0	0	0	200,000
33590 Sustainability Salary Recovery/Planning	0	0	0	0	60,000
33700 Planning/Preservation Grants	7,361	5,352	60,400	42,000	0
33800 Parks Grants	100,000	0	0	0	0
33900 Big Read Grant	0	14,343	0	2,000	0
33900 ICAC Grant (Police)	0	0	0	35,000	0
33910 TN Historical Commission Grant	0	0	0	4,000	0
<b>CHARGES FOR SERVICES</b>	<b>42,050</b>	<b>50,630</b>	<b>42,875</b>	<b>74,375</b>	<b>55,000</b>
34100 Preservation Training	0	0	0	15,000	0
34110 Maps Sold	60	4,525	3,000	3,000	3,000
34120 Plans Sold	0	3,200	0	10,000	5,000
34200 Accident Reports	37,885	39,635	35,000	40,000	40,000
34210 Fingerprinting Fees	1,180	980	1,500	1,500	1,500
34220 Sexual Offender Registry	1,300	1,300	1,500	1,500	1,500
34230 License Seizure Fees	1,625	990	1,875	1,875	2,000
34230 Citizen's Police Academy	0	0	0	1,500	2,000
<b>FINES AND FORFEITURES</b>	<b>781,267</b>	<b>904,588</b>	<b>837,525</b>	<b>1,045,250</b>	<b>1,108,000</b>
35110 Drug Fines	79,345	65,538	to Drug	to Drug	to Drug
35120 City Court Fees & Fines	590,808	718,809	679,600	900,000	950,000
35130 General Sessions Fines	43,982	46,054	70,000	70,000	79,000
35140 Parking Fines	38,750	50,036	57,800	50,000	51,500
35210 Confiscated Goods (State)	0	0	5,000	0	0
35300 Beer Board Violations	6,000	0	1,500	250	1,500
35400 Business Tax Recording Fees	22,382	24,151	23,625	25,000	26,000
<b>USES OF MONEY AND PROPERTY</b>	<b>1,354,312</b>	<b>2,151,708</b>	<b>1,775,550</b>	<b>1,017,000</b>	<b>1,109,000</b>
36100 Interest Income	1,131,408	1,695,696	1,400,000	750,000	840,000
36400 Rebates on Purchases	55,862	51,721	25,000	25,000	25,000
36500 Rent - City Hall & Others	13,701	14,801	26,400	18,000	20,000
36600 Park Concession & Rentals	18,561	22,158	24,150	24,000	24,000
36800 Sale of Surplus Assets	16,244	263,485	200,000	100,000	100,000
37900 Miscellaneous Income	118,536	103,847	100,000	100,000	100,000
39200 Contributions from Developer	0	0	0	0	0
<b>Total Current Year Revenue</b>	<b>52,980,428</b>	<b>54,797,564</b>	<b>53,924,097</b>	<b>52,382,705</b>	<b>50,559,316</b>
39100 Capital Allocation from Fund Balance	0	0	3,396,937	3,369,463	980,204
<b>Grand Total Revenue</b>	<b>52,980,428</b>	<b>54,797,564</b>	<b>57,321,034</b>	<b>55,752,168</b>	<b>51,539,520</b>

## General Fund Major Revenue Sources

These are the major sources of revenue in the General Fund. (Note: For 2010, 11.4 cents of the 43.4 cents property tax described below is allocated to the debt service fund).

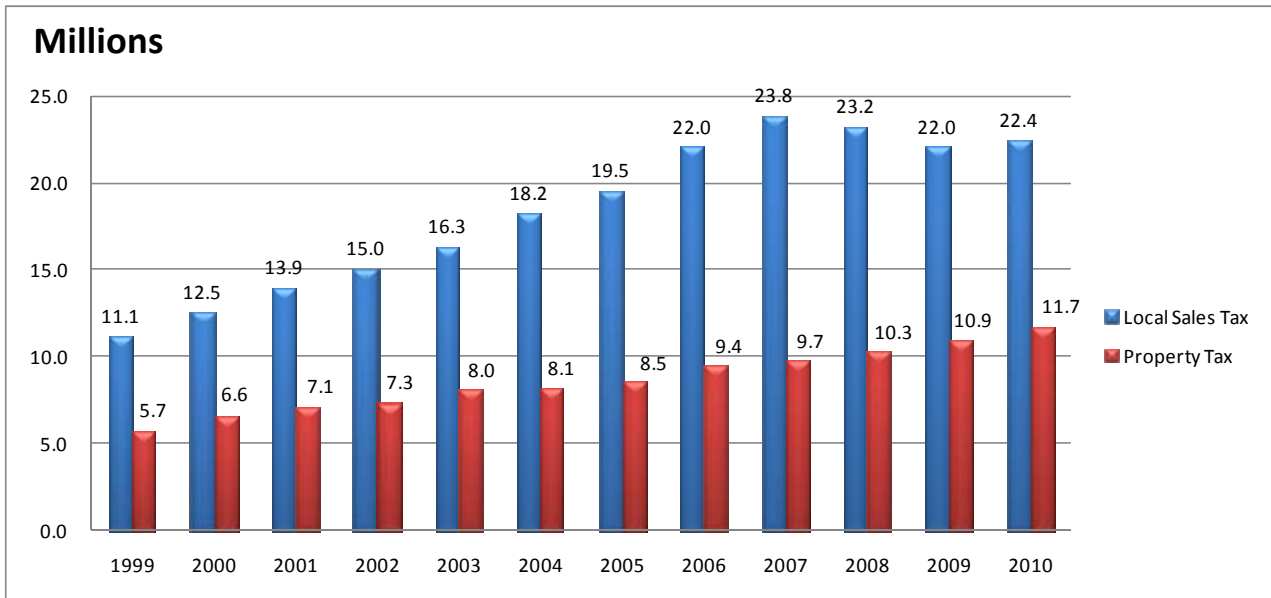
ITEM	DESCRIPTION	HISTORICAL GROWTH (Annual)	FY 2008		FY 2009			FY 2010			
			BUDGET	ACTUAL	BUDGET	FY 2009 Forecast as % Change from FY 2008 Actual	FORECAST (Mar 2009)	FY 2009 Range as % Change from FY 2009 FORECAST	PROJECTED (Lo)	PROJECTED (Mid)	PROJECTED (Hi)
<b>SALES TAX (LOCAL)</b>	Approved locally at 2.25%. Can be changed locally to 2.75%. Historically high level of year over year increase has flattened.	14.4%	\$25,746,250	\$23,185,434	\$22,092,400	-5.0%	\$22,030,000	0%-2%-4%	\$22,030,000	\$22,383,900	\$22,911,200
<b>PROPERTY TAX</b>	Approved locally at \$0.434/\$100 of assessed value. County reassessment conducted in 2006, so no change in valuation. Revenue is about 55/45 Residential/Commercial. Incl local In-Lieu payments.	6.2%	\$10,665,000	\$10,388,467	\$10,953,000	6.3%	\$11,039,000	2%-7%-12%	\$11,259,800	\$11,833,000	\$12,363,600
<b>STATE SHARED TAXES</b>	State shares revenue based on SITUS, or population. Has shown steady increase in recent years. Projections do not reflect possible changes due to major changes in State funding approaches. Incl State Sales Tax, TVA In-Lieu, bank excise	10.9%	\$4,996,943	\$6,195,573	\$6,168,300	4.3%	\$6,461,000	(14%)-(7%)-0%	\$5,556,460	\$5,996,000	\$6,461,000
<b>ALCOHOL TAXES (Local)</b>	Locally collected taxes on the sale and consumption of alcohol. Has shown steady increase consistent with population changes. Tax rate is established by the State. Incl: Wholesale liquor & beer; liquor & beer privilege tax; mixed drink tax	8.5%	\$3,008,000	\$2,593,632	\$3,205,600	16.6%	\$3,023,000	0%-2%-4%	\$3,023,000	\$3,082,000	\$3,141,000
<b>BUSINESS TAX</b>	Gross receipts tax on businesses located in Franklin. This reflects Net receipts as about 45% of gross collections goes to State annually.	13.9%	\$2,696,000	\$2,927,635	\$2,728,500	-14.6%	\$2,500,000	(5%)-0%-5%	\$2,380,000	\$2,500,000	\$2,625,000
<b>FRANCHISE FEES</b>	Fees paid to the City for the privilege of operating in the City and is based on gross revenues and percent established by contract. Includes ATMOS, Comcast and Piedmont.	12.0%	\$1,485,000	\$1,362,329	\$1,515,000	15.9%	\$1,579,000	(5%)-0%-1%	\$1,505,000	\$1,579,000	\$1,595,000
<b>BUILDING PERMITS and LICENSES</b>	Fees paid as established by Ordinance for construction of structures inside the City. Also includes license fees for building crafts. Projections reflect no change is currently approved fee schedules. High growth has resulted in uptick in recent years. 2009 Mid continues rate for first half of FY 2008.	6.0%	\$2,241,000	\$2,395,129	\$1,294,922	-74.9%	\$600,000	0%-10%-20%	\$600,000	\$660,000	\$720,000
<b>FINES and FORFEITURES</b>	Court fees and fines for violations of ordinances including: traffic, parking and property maintenance. Fines are limited by State law but court costs can change based on the cost to process citations, including both Court and enforcement offices.	12.1%	\$899,000	\$904,588	\$837,525	15.5%	\$1,045,250	3%-6%-9%	\$1,076,600	\$1,108,000	\$1,139,300
<b>USE OF MONEY</b>	Includes interest earned on deposits, property rentals, and surplus sales. Revenue dependent on interest rate and funds deposited.	9.6%	\$1,737,100	\$2,151,708	\$1,775,550	-52.7%	\$1,017,000	0%-9%-18%	\$1,017,000	\$1,109,000	\$1,200,000
<b>GRANTS</b>	Primarily TOC federal grant	7.7%	\$924,587	\$411,867	\$1,103,900	174.4%	\$1,130,000	(-10%)(-5%)-0%	\$1,017,000	\$1,072,000	\$1,130,000
<b>OTHER</b>	Miscellaneous sources not identified above.	29.1%	\$1,285,080	\$2,281,202	\$2,249,400	-14.1%	\$1,958,455	(0.5%)-0.1%-6%	\$1,237,680	\$2,288,707	\$1,250,680
<b>TOTAL</b>	EXCLUDES FUND BALANCE TRANSFERS	10.9%	\$55,683,960	\$54,797,564	\$53,924,097	-4.4%	\$52,382,705	(3%)-2%-4%	\$50,702,540	\$53,611,607	\$54,536,780



## City of Franklin

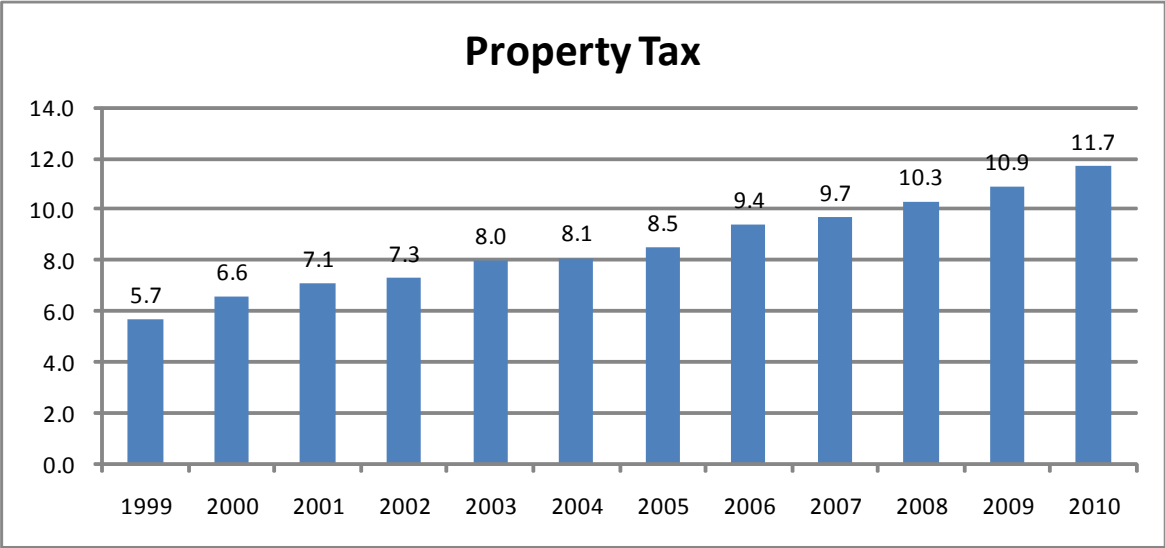
# Sales Tax / Property Tax Trends by Fiscal Year

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: In 2010, the 11.7 million is split \$8.6 million in the General Fund and \$3.1 million in the Debt Service Fund).

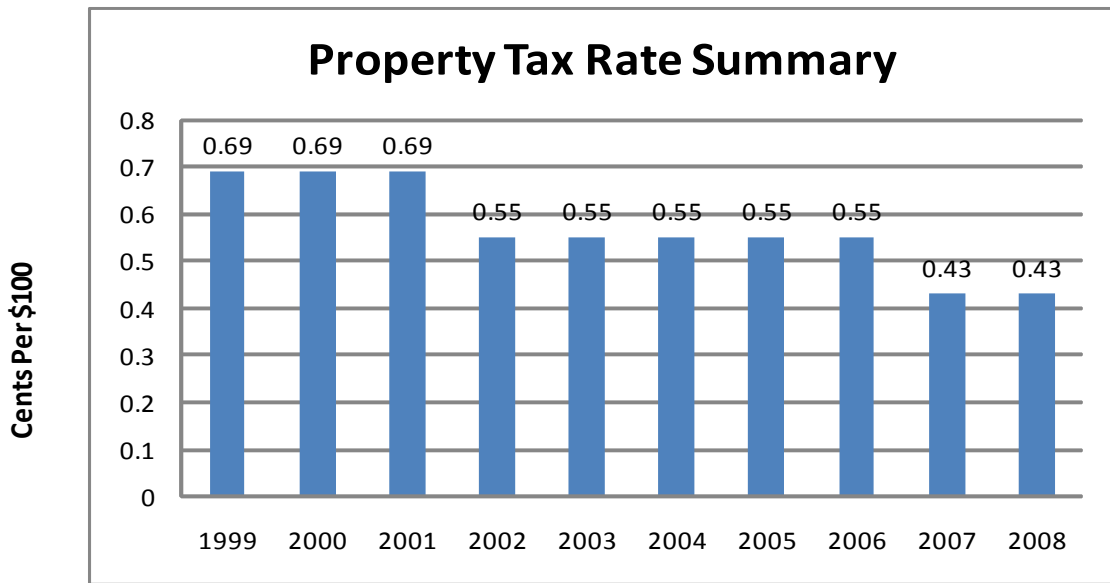
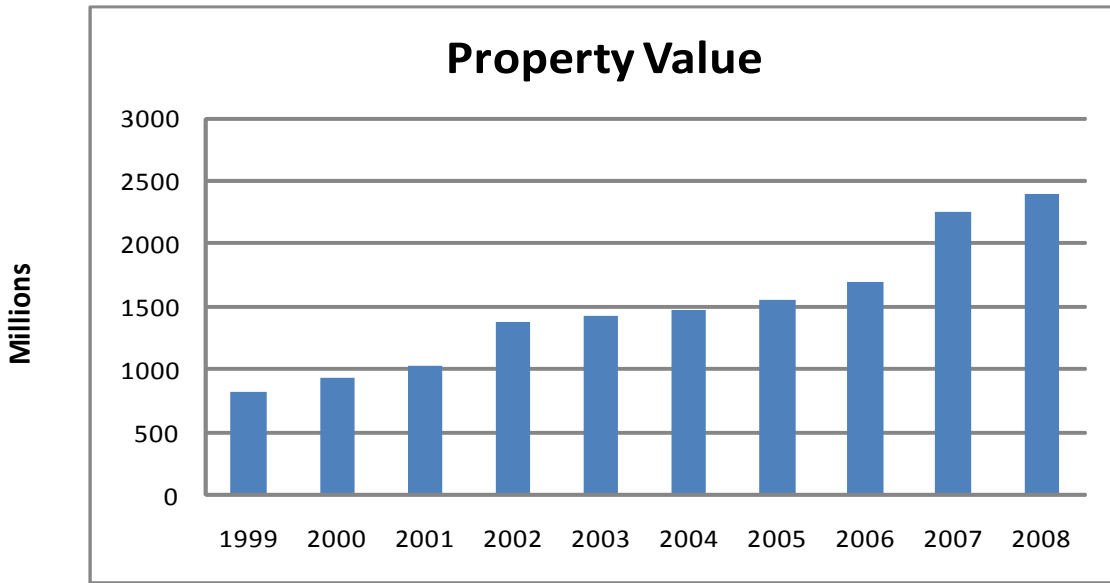


# City of Franklin Property Tax Collections

**Property Tax** is one of primary sources of revenue for the City. This revenue comes from Residential/Farm properties and Commercial/Industrial properties. Reassessments occurred in 2001 and 2006.



City of Franklin  
**Property Value Trends &  
 Property Tax Rate Summary**

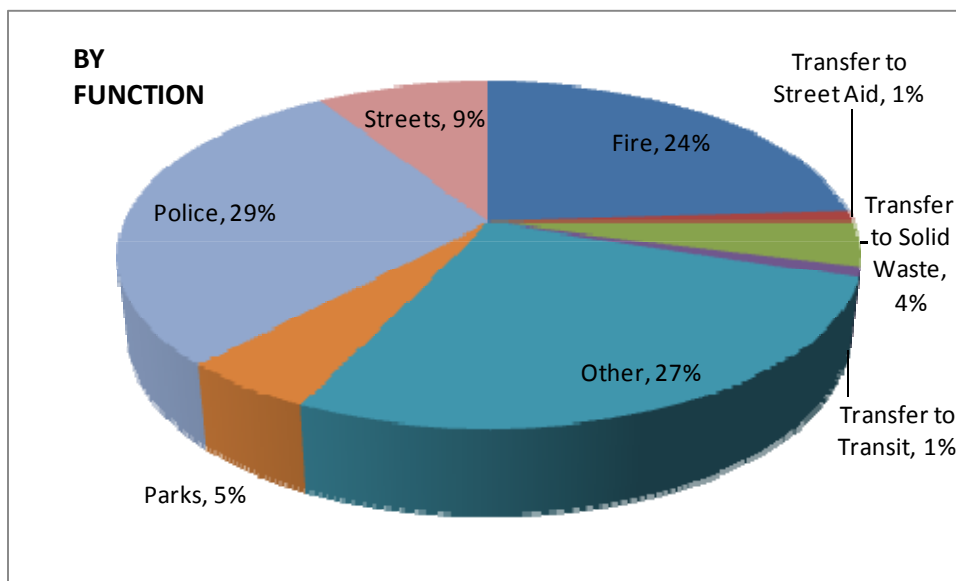
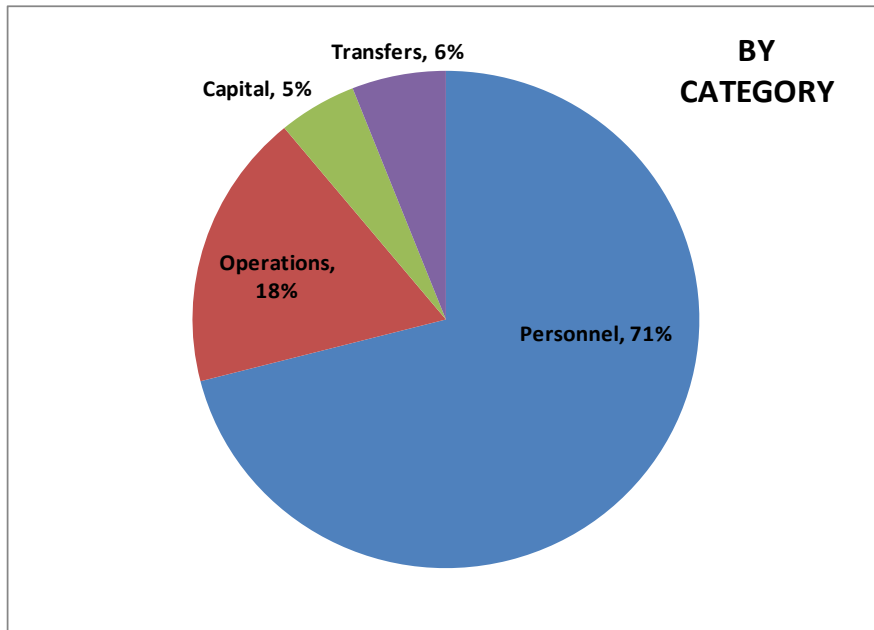


For 2010, the property tax rate is 43.4 cents per \$100 of assessed value.

**City of Franklin**  
**General Fund Expenditures by Department**  
**Fiscal Year 2009 – 2010**

Department	Personnel	Operations	Capital	Transfers	Total
Elected Officials	123,300	67,387	0	0	190,687
Administration	421,964	206,960	0	0	628,924
Capital Investment Planning	219,851	20,904	0	0	240,755
Project & Facilities Management	393,070	331,800	90,597	0	815,467
Human Resources	587,156	284,081	0	0	871,237
Law	293,438	126,365	0	0	419,803
Communications	244,161	33,675	0	0	277,836
Parks	1,728,638	628,200	175,800	0	2,532,638
Police	11,819,407	2,427,498	631,398	0	14,878,303
Fire	10,937,472	1,206,039	45,000	0	12,188,511
Finance	727,968	129,731	20,000	0	877,699
MIT	1,198,294	658,629	80,000	0	1,936,923
Purchasing	142,534	5,871	0	0	148,405
Recorder's Office	776,587	307,584	0	0	1,084,171
Court	194,371	100,560	0	0	294,931
Building & Neighborhood Services	1,728,136	179,311	0	0	1,907,447
Planning & Sustainability	1,374,865	134,120	0	0	1,508,985
Engineering	569,337	74,689	0	0	644,026
Traffic Operations Center	223,827	71,285	978,000	0	1,273,112
Streets-Maintenance	2,135,706	1,430,889	68,000	0	3,634,595
Streets - Traffic	555,641	415,140	257,000	0	1,227,781
General Expense	23,510	266,016	0	0	289,526
Appropriations	0	409,475	0	0	409,475
Economic Development	0	43,411	0	0	43,411
Transfer to Street Aid	0	0	0	664,525	664,525
Transfer to Solid Waste	0	0	0	2,001,509	2,001,509
Transfer to Transit	0	0	0	503,838	503,838
Transfer to Water	0	0	0	45,000	45,000
<b>TOTAL</b>	<b>36,419,233</b>	<b>9,559,620</b>	<b>2,345,795</b>	<b>3,214,872</b>	<b>51,539,520</b>

City of Franklin  
**General Fund Expenditures  
 By Category and Function  
 Fiscal Year 2009-2010**



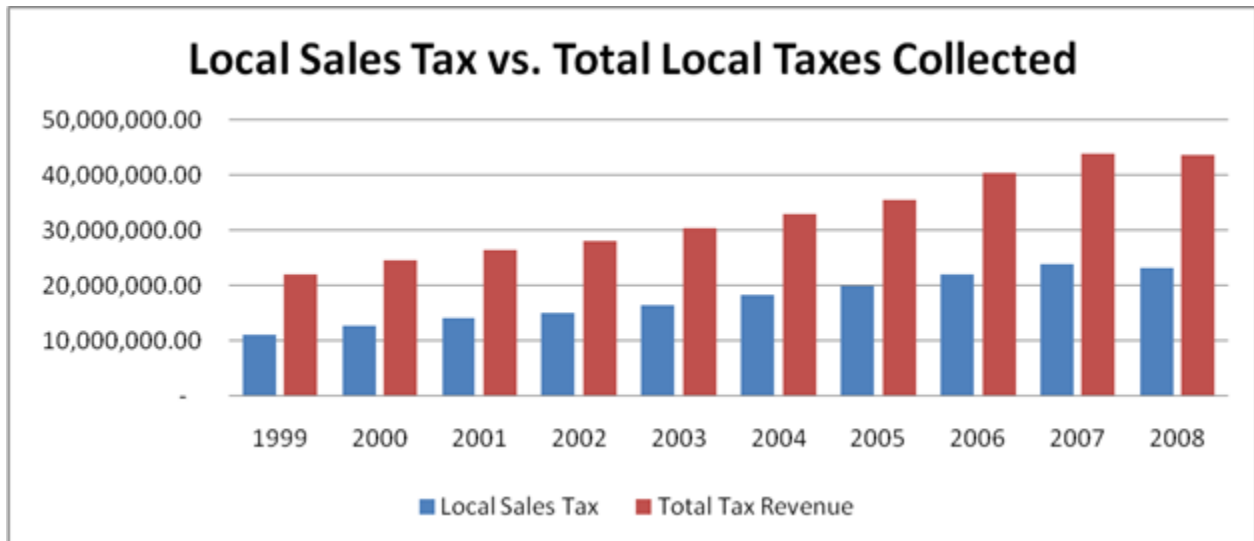
# City of Franklin

## General Fund Summary

GENERAL FUND SUMMARY					
	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
Beginning Fund Balance	27,606,998	30,384,011	30,763,780	30,763,780	27,394,317
Total General Fund Revenue	52,980,428	54,797,564	53,924,097	52,382,705	50,559,316
Total General Fund Expenditures	50,203,415	54,417,795	57,321,034	55,752,168	51,539,520
Ending Fund Balance	30,384,011	30,763,780	27,366,843	27,394,317	26,414,113
*** Percent of Total Annual Revenues	57%	56%	51%	52%	52%

As proposed, fund balance equal to approximately 52% of annual revenues is maintained at fiscal year end 2009-10. This is compliance with the Board's adopted reserve policy, which establishes a benchmark of 33%.

The general fund budget has total estimated annual revenue available of \$50,559,316. If the property tax amount of \$3,052,291 allocated to debt service were included for comparability to 2008-09, estimated annual revenues for fiscal year 2009-10 are down 0.6%, but is up 2.3% overall compared to the estimated actual revenue for the current fiscal year 2008-09. The local option sales tax continues to be the single largest source of revenue for the City, at 42% of the general fund total. For FY 2010, we project a growth rate over estimated FY 2009 of 1.3% for this revenue.



Property tax is the second largest single source of revenue representing 17% of the general fund total continues to grow at a healthy rate.

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 11.9% of estimated revenues.

## City of Franklin

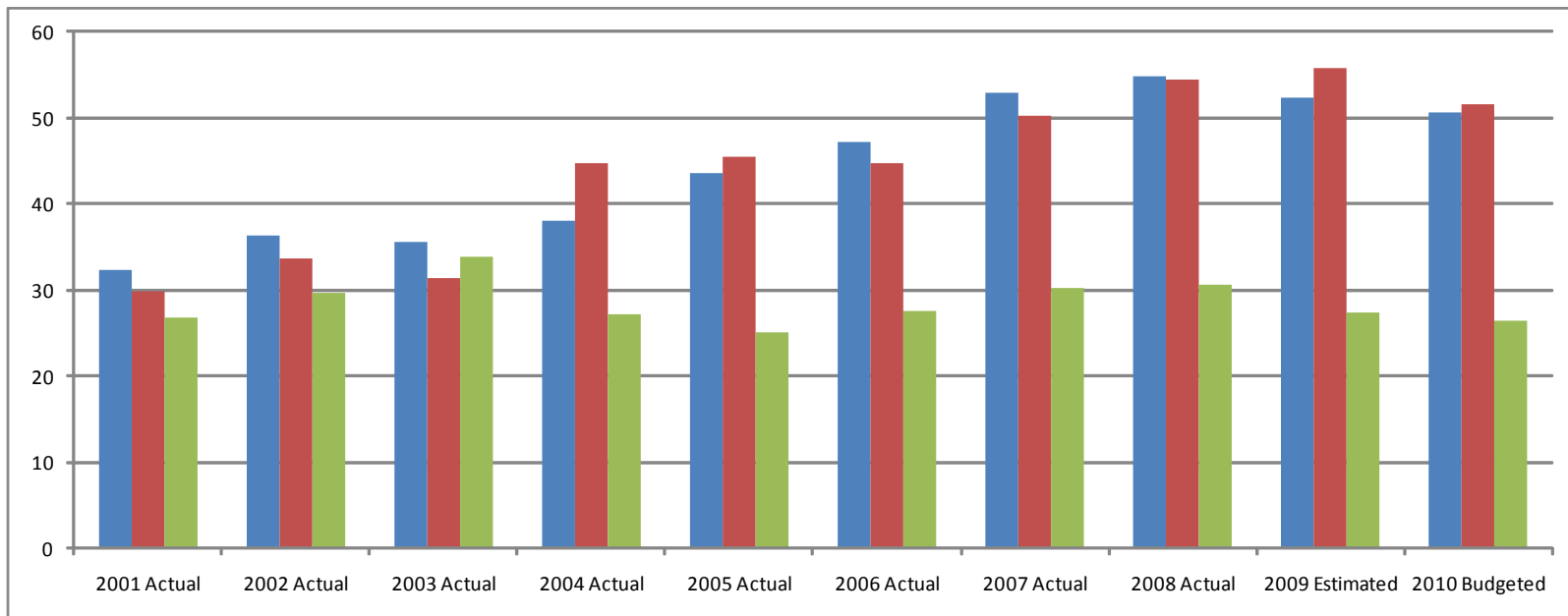
# General Fund Summary (continued)

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

Total estimated general fund expenditures are \$51,539,520. If debt service located in the debt service fund of \$3,052,291 were included for comparability to fiscal year 2008-09, total expenditures for fiscal year 2009-10 are down approximately 2.1% compared to the estimated actual and down 4.8% compared to 2008's budget. Within the proposed budget, 71% is dedicated to employee wages and benefits, 18% to operational costs, 5% to capital equipment, and 6% to transfers to other funds (including solid waste operations, street aid, and transit).

City of Franklin  
**Financial Performance - General Fund**

**Fiscal Year 2009-2010**



	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimated	2010 Budgeted
Revenue	32.4	36.4	35.5	38.1	43.5	47.2	52.9	54.8	52.4	50.6
Expenditures	29.8	33.6	31.3	44.8	45.5	44.7	50.2	54.4	55.8	51.5
Fund Balance	26.8	29.6	33.8	27.1	25.1	27.6	30.3	30.7	27.3	26.4

Note: Amounts above are in millions of dollars





# 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. Also under this operating unit are **Human Resources, Law, Communications, Capital Investment Projects, and Project and Facilities Management.**

## Recognitions and Awards:

- Named one of “America’s Distinctive Destinations” by National Trust for Historic Preservation
- “Top Ten Best Small Towns” (*Southern Living Magazine*)
- Top City in Tennessee to start a small business (and among the top 50 nationally) (*Business Week*)
- Four employees certified as Civil Treatment Training Instructors
- Two HR employees accredited Professionals in Human Resources (PHR)



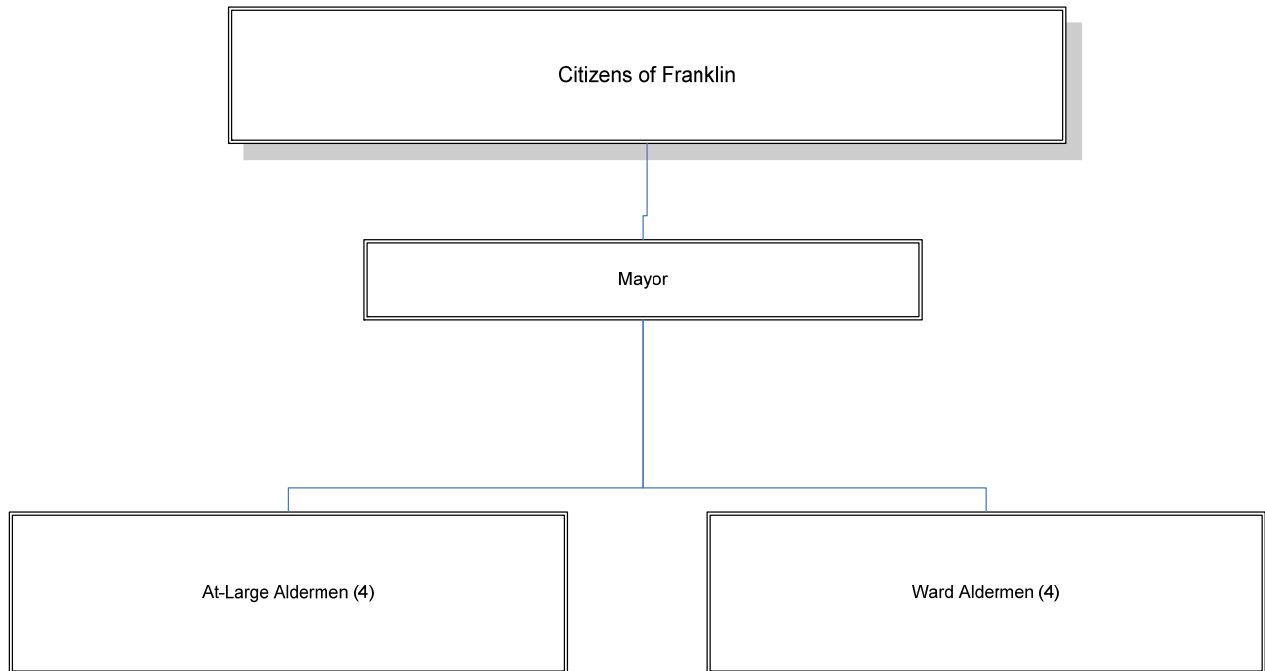
# Elected Officials

*John Schroer, Mayor*

The City of Franklin is governed by its elected officials, the Board of Mayor and Aldermen. There is the Mayor and eight Aldermen on the Board. 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, Municipal Ordinances and the Municipal Code, all of which are implemented by the various City Departments.



# General Fund Elected Officials



**City of Franklin  
2009-2010 Fiscal Year Budget  
General Fund - Elected Officials  
Personnel by Position**

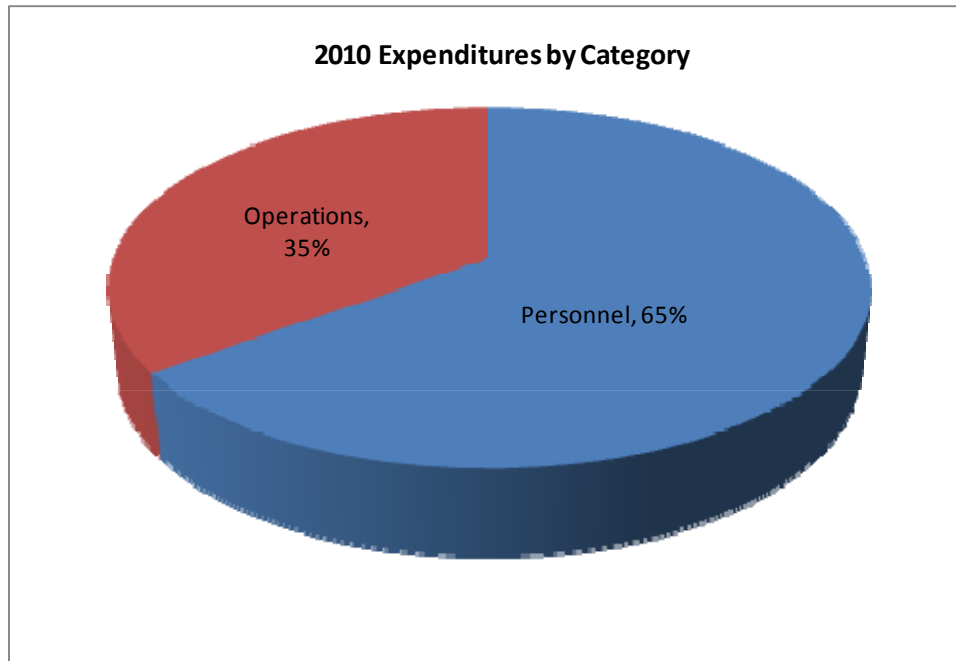
<b>Position</b>	<b>FY 2009</b>	<b>FY 2010</b>
<b>Mayor</b>	1	1
<b>Alderman</b>	8	8
	<b>9</b>	<b>9</b>

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

# General Fund Elected Officials

110 41100		GENERAL FUND ELECTED OFFICIALS				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81200	Officials Fees		56,097	52,330	52,330	48,487
81400	Employee Benefits		87,080	93,510	93,510	74,813
	Total Personnel		143,177	145,840	145,840	123,300
<b>OPERATIONS</b>						
82100	Transportation Charges		45	200	200	200
82200	Operating Services		433	600	600	600
82300	Notices, Subscriptions, Publicity		300	7,272	7,272	47,272
82400	Utilities		1,628	3,600	3,600	3,600
82800	Professional Development/Travel		7,439	10,000	10,000	10,000
83100	Office Supplies		2,701	5,000	5,000	5,000
83300	Fuel & Mileage (Non-Travel)		0	0	0	0
83500	Equipment (<\$10,000)		20,529	500	500	500
85100	Property & Liability Costs		187	215	215	215
85200	Rentals		306	0	0	0
85900	Other Business Expenses		0	(5,000)	0	0
	Total Operations		33,570	22,387	27,387	67,387
<b>CAPITAL</b>						
89200	Buildings		0	0	0	0
89500	Equipment (>\$10,000)		0	0	0	0
	Total Capital		0	0	0	0
<b>Total Elected Officials Budget</b>			176,746	168,227	173,227	190,687

\*NOTE: Within line item 82300, a \$40,000 estimate of election cost is included.





HISTORIC  
**FRANKLIN**  
TENNESSEE

# Administration

*Eric S. Stuckey, City Administrator*

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

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Number of Agenda Packets reviewed	29		
Number of Sets of Minutes Produced	28		
Number of Resolutions Passed	38		
Number of Ordinances Passed	62		
Number of documents scanned into OnBase:			
Resolutions	39		
Ordinances	66		
Sets of Minutes	28		
<b>Goal: Distribute Agenda Packets to Board of Mayor and Aldermen on Tuesday prior to the meeting date.</b>			
Percentage of time target met	45%		
Percent of BOMA Meetings with Perfect Attendance	50%		



## Sustainable Franklin

This year the Administration Department is preparing to place the newly codified Municipal Code on the city's website. It will be 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 will be constantly current, and also minimizes the use and cost of paper products.

Instead of producing the normal 40 bound copies of the 662 page municipal code, we are in the process of making the Code available online July 1, 2009 or sooner.

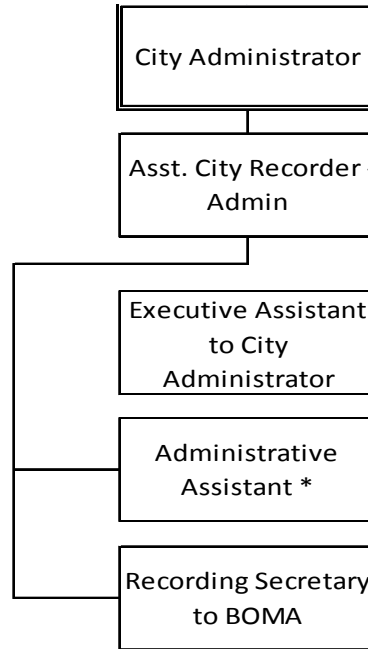
That's 26,480 pieces of paper saved. 500 pages in a ream of paper = 52 reams of paper; 10 reams of paper in one box = 5 boxes and 2 reams of paper saved!

We project to cut paper costs by roughly \$150.00. This figure does not include miscellaneous costs such as toner/ink, photocopy machine maintenance/overage, nor labor costs associated with the production of the code book.

Another "green" initiative the Department has incorporated involves the distribution of agenda packets. Previously, back-up information for agendas was provided as paper copies – hundreds of pages twice a month. Now, the material is provided on a flash drive or CD saving tens of thousands of pages each year and countless hours of staff time.



# Staffing by Position



\* Unfunded

City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund - Administration  
 Personnel by Position

Position	Pay Grade	FY 2009		FY 2010		Not Funded
		Full-Time	Part-Time	Full-Time	Part-Time	
City Administrator	28	1	0	1	0	0
CIP Executive	26	1	0	0	0	0
Communications Manager	22	1	0	0	0	0
Facilities Project Manager	22	1	0	0	0	0
Assistant City Recorder/Admin	21	1	0	1	0	0
Public Outreach Specialist	21	1	0	0	0	0
Executive Assistant to City Administrator	13	1	0	1	0	0
Administrative Assistant	12	1	0	1	0	1
Recording Secretary to BOMA	12	1	0	1	0	0
<b>TOTALS</b>		<b>9</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>1</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Administrative Assistant Position Not Funded in 2010					
CIP Executive to Capital Investment Planning					
Project Facilities Manager to Project and Facilities Management					
Communications Manager to Communications					
Public Outreach Specialist to Communications					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

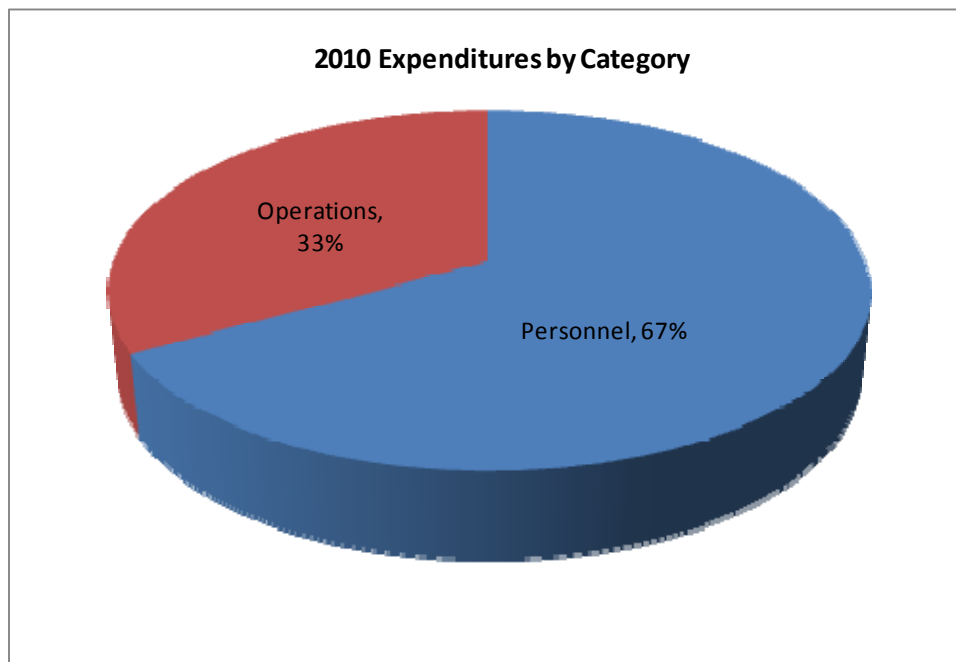


# General Fund Administration

110  
41300

GENERAL FUND  
ADMINISTRATION

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	542,138	558,645	422,420	422,420	289,523
81200 Officials Fees	54,660	0	0	0	0
81400 Employee Benefits	292,467	213,349	141,922	144,522	132,441
<b>Total Personnel</b>	<b>889,265</b>	<b>771,994</b>	<b>564,342</b>	<b>566,942</b>	<b>421,964</b>
<b>OPERATIONS</b>					
82100 Transportation Charges	1,478	503	15,273	15,273	10,273
82200 Operating Services	17,726	13,243	13,500	13,500	13,500
82300 Notices, Subscriptions, Publicity	61,618	59,219	64,932	64,932	54,932
82400 Utilities	58,206	33,967	45,049	45,049	45,049
82500 Contractual Services	23,405	17,450	7,500	7,500	2,500
82600 Repair & Maintenance Services	4,639	4,497	12,634	12,634	12,634
82700 Employee Programs	19,547	11,982	11,000	11,000	11,000
82800 Professional Development/Travel	58,783	22,207	20,699	20,699	18,199
83100 Office Supplies	28,914	27,474	30,125	30,125	30,125
83300 Fuel & Mileage (Non-Travel)	1,623	1,512	2,489	2,489	452
83500 Equipment (<\$10,000)	7,101	25,946	13,518	13,518	13,518
83600 Repair & Maintenance Supplies	966	1,597	1,400	1,400	1,400
84000 Operational Units	0	18,131	0	0	0
85100 Property & Liability Costs	13,589	103,805	4,475	4,475	4,475
85200 Rentals	1,305	0	0	0	0
85300 Permits & Fees	96	115	4,615	4,615	4,615
85500 Financial Fees	0	0	0	0	0
85900 Other Business Expenses	18,362	35,349	(19,000)	1,000	(19,000)
<b>Total Operations</b>	<b>320,344</b>	<b>379,651</b>	<b>231,497</b>	<b>251,497</b>	<b>206,960</b>
<b>CAPITAL</b>					
89500 Equipment (>\$10,000)	25,334	42,381	24,000	0	0
<b>Total Capital</b>	<b>25,334</b>	<b>42,381</b>	<b>24,000</b>	<b>0</b>	<b>0</b>
<b>Total Administration Budget</b>	<b>1,234,943</b>	<b>1,194,026</b>	<b>819,839</b>	<b>818,439</b>	<b>628,924</b>



# Human Resources

*Shirley Harmon, Director*

The Human Resources Department is responsible for overseeing the City's recruitment and hiring processes, administering the City's compensation plan, implementing the personnel rules and regulations, and managing employee benefits.

<b>Measurement/Goal</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Number of Budgeted Positions Full-Time (Part-Time)	633(50)	664(47)	679(44)	NA
Human Resources Staff per 100 Employees (not including Risk)	1.02	.96	.97	.97
Employee Turnover for Full-Time Positions (Not Including Retirees)	9.4%	9.1%	4.3%	10%
Number of Complaints Requiring an Investigation	NA	NA	12	15
Number of Vacancies Advertised	56	62	20	15
Number of Applications Processed	5,036	4,836	4,200	3,500
Average Number of Applications per Advertised Vacancy	90	78	210	233
Wellness Program Participants*	NA	618	349	460
Annual Wellness Cost per FTE	NA	\$31.64	\$26.98	\$29.00
Total benefits as a percent of total wages	NA	39.8%	39.8%	39.8%

*\*Wellness participants were not tracked individually for FY 2008 and FY 2009, so overlap between programs is probable. Going forward with FY 2010, participants will be tracked individually for accuracy.*

<b>Measurement/Goal</b>	<b>2007</b>	<b>2008</b>	<b>2009 (Projected)</b>	<b>2010 (Goal)</b>
Number of TOSHA Recordable Injuries	23	13	16	NA
TOSHA Recordable Injuries as a Percentage of Workforce	3.57%	1.95%	2.38%	NA
Average Number of Work Days Lost per Injury	7.6	17	3.8	NA
Total Loss of Payroll	\$29,755	\$30,026	\$9,211	NA

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

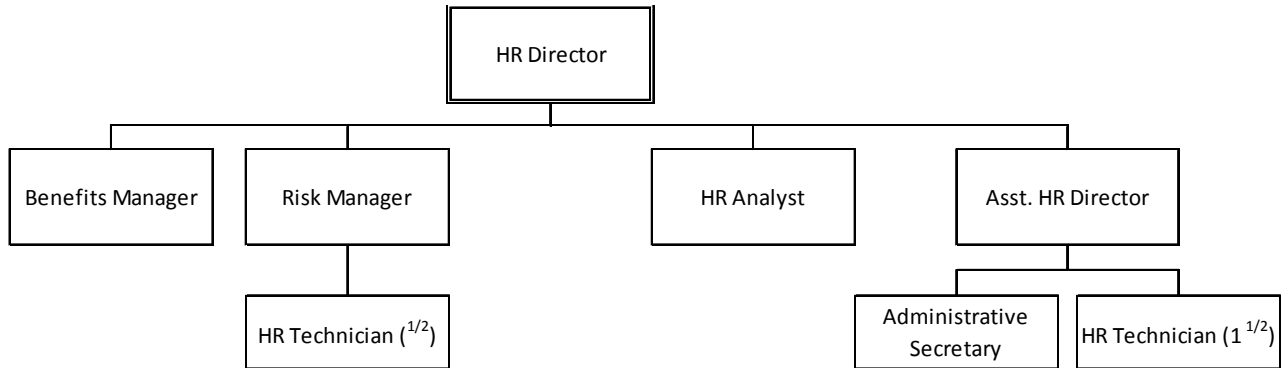


## Sustainable Franklin

It has and will continue to be a goal of the Human Resources Department to implement “paperless” initiatives that result in cost savings and more efficient document filing and retrieval. In FY 2007, we began scanning files into an electronic document system, OnBase. In FY 2009, we began scanning personnel orders and distributing them via email.

Human Resources plans to include “Green” initiatives in the wellness program. At the 2009 Health Fair, employees were given reusable grocery bags, reusable BPA-free water bottles, and tomato seeds. A booth for the Agricultural Extension allowed employees to learn about vegetable gardening.

# Staffing by Position



**City of Franklin  
2009-2010 Fiscal Year Budget  
General Fund - Human Resources  
Personnel by Position**

Position	Pay Grade	FY 2009		FY 2010	
		Full-Time	Part-Time	Full-Time	Part-Time
Human Resources Director	25	1	0	1	0
Human Resources Asst Dir	22	1	0	1	0
Benefits Manager	21	1	0	1	0
Risk Manager	21	1	0	1	0
Human Resources Analyst	19	1	0	1	0
Human Resources Technician	12	2	0	2	0
Administrative Secretary	10	1	0	1	0
<b>TOTALS</b>		<b>8</b>	<b>0</b>	<b>8</b>	<b>0</b>

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

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

## Budget Notes/Objectives

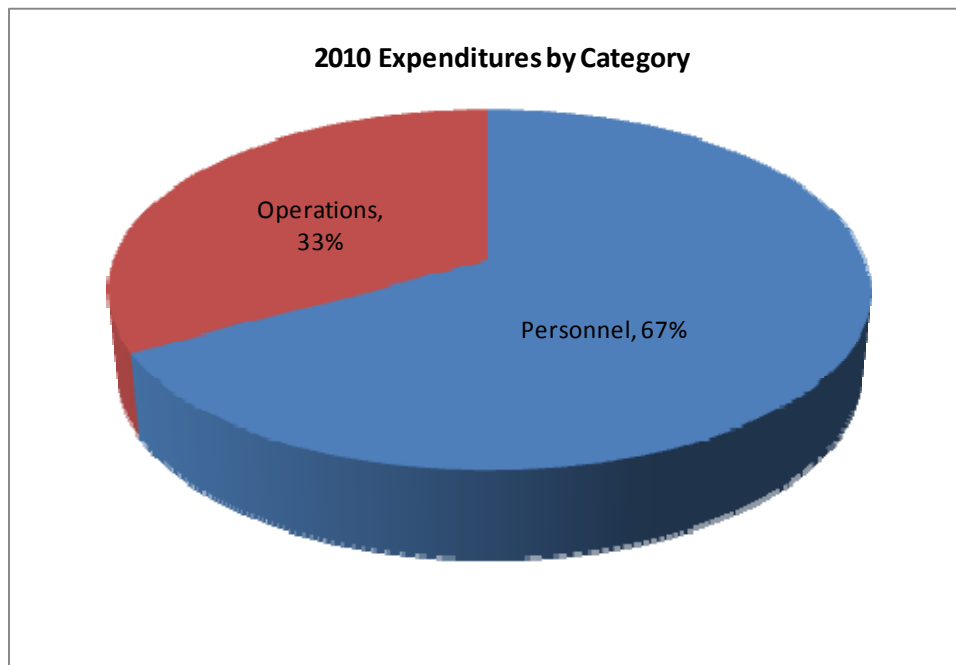
- Salary & Wages – An 8.23% decrease in salaries from the 2009 budget is expected due to last year's reorganization of the department.
- Transportation Charges – An increase is expected due to the freight for training materials for Civil Treatment training.
- Operating Services – A 39% decrease from the 2009 budget due to the large volume of printing in-house.
- Contractual Services – A 75% decrease is budgeted for contractual services in the 2010 budget.
- Repair & Maintenance Services – An increase of \$900 over 2009 budget is expected due to sharing our copier with the planning department and more printing done within HR.
- Employee Programs – A decrease of over 34% is seen in these expenses due to restraining some employee events due to the economy.
- Office Supplies – This line item is decreased 17% over last year.

The total operational cost of Human Resources reveals a more than an 8.3% savings over the 2009 total operating budget.

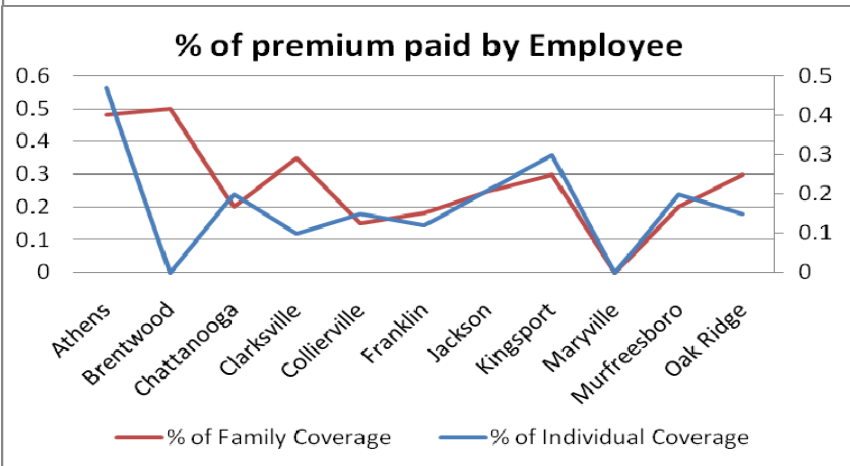
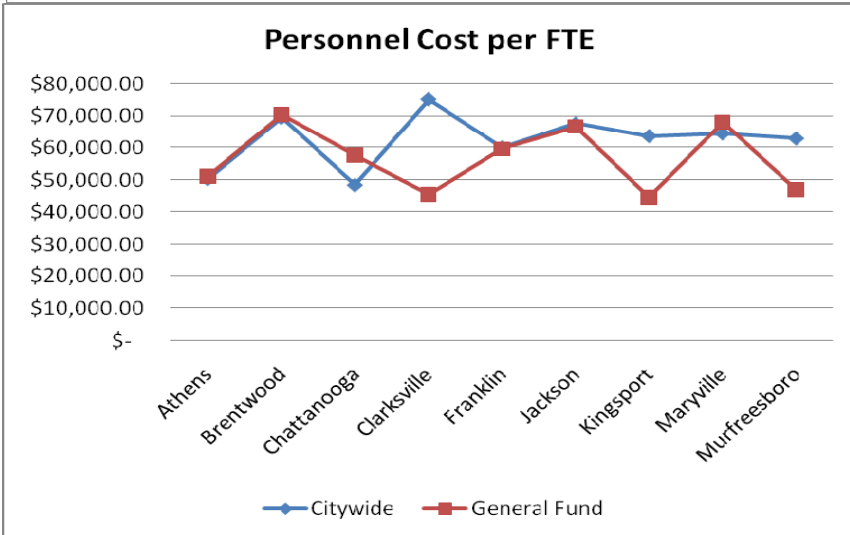
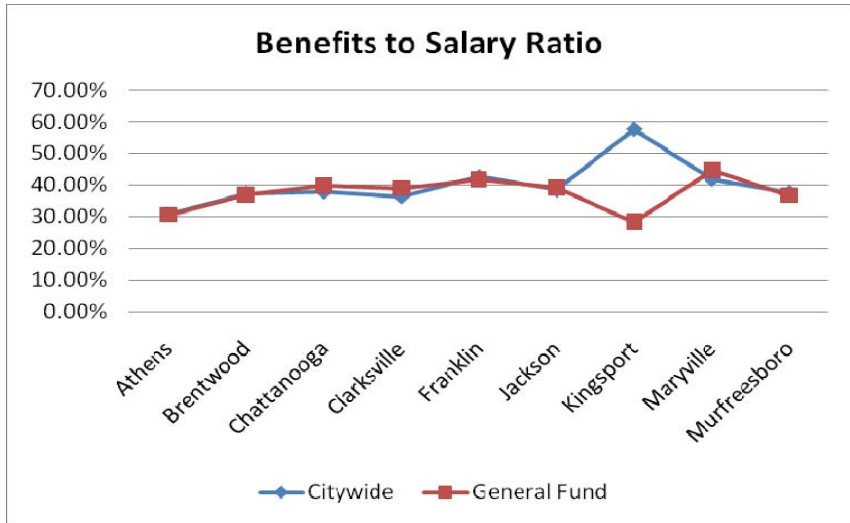


# General Fund Human Resources

110 41650		GENERAL FUND HUMAN RESOURCES				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	330,400	334,896	454,460	419,523	428,020
81400	Employee Benefits	130,339	126,660	164,551	139,837	159,136
	Total Personnel	460,739	461,556	619,011	559,360	587,156
<b>OPERATIONS</b>						
82100	Transportation Charges	256	319	250	5,000	6,000
82200	Operating Services	2,630	4,987	16,800	10,070	10,250
82300	Notices, Subscriptions, Publicity	5,665	8,518	8,875	7,730	7,905
82400	Utilities	5,436	5,563	6,000	5,980	5,980
82500	Contractual Services	57,657	65,412	40,750	33,000	25,000
82600	Repair & Maintenance Services	2,549	2,049	3,100	4,000	4,000
82700	Employee Programs	67,362	55,478	175,082	222,419	169,082
82800	Professional Development/Travel	9,925	12,903	22,700	21,786	22,700
83100	Office Supplies	8,911	8,535	10,200	8,225	8,450
83200	Operating Supplies	7,012	3,823	12,000	11,221	11,000
83300	Fuel & Mileage (Non-Travel)	898	969	1,376	1,375	1,975
83500	Equipment (<\$10,000)	8,900	8,026	11,000	7,900	9,000
83600	Repair & Maintenance Supplies	0	0	0	38	0
85100	Property & Liability Costs	2,234	2,765	3,180	2,239	2,239
85900	Other Business Expenses	65	4,483	(19,000)	500	500
	Total Operations	179,500	183,830	292,313	341,483	284,081
<b>CAPITAL</b>						
89500	Equipment (>\$10,000)	0	13,701	22,000	22,000	0
	Total Capital	0	13,701	22,000	22,000	0
<b>Total Human Resources Budget</b>		<b>640,239</b>	<b>659,087</b>	<b>933,324</b>	<b>922,843</b>	<b>871,237</b>



# MTAS Benchmarking Program



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

# Law

*Shauna Billingsley, Interim City Attorney*

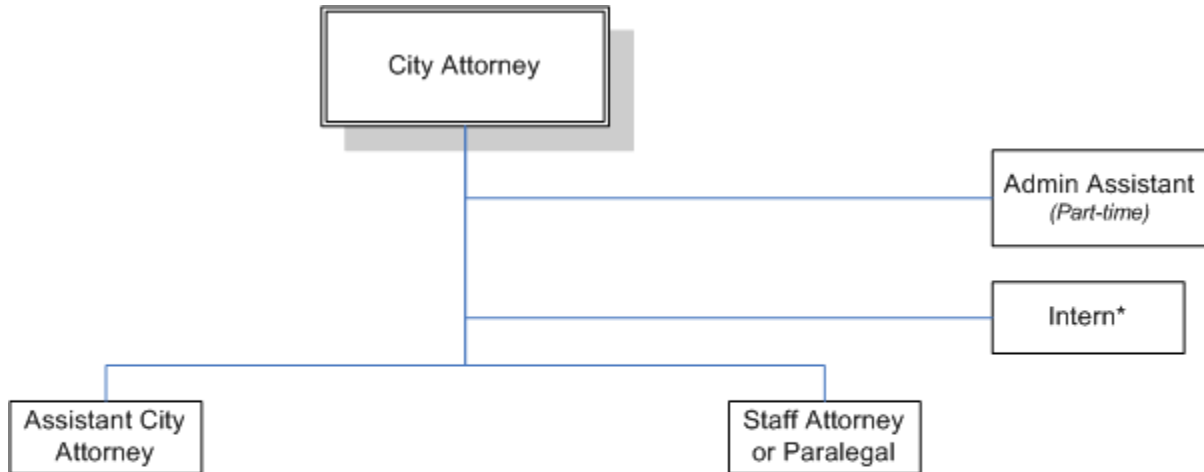
The Law Department provides legal advice to the Mayor, Aldermen, City Administrator, department directors, boards, commissions, committees, and other city officials. These duties include:

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

<b>Measurement/Goal</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Number of Ordinances/Resolutions Drafted or Reviewed				
Number of Contracts Drafted and/or Reviewed				
Time between receipt/request to First Review				
Legal Opinions Distributed (Goal: Distribute one every month)				



# Staffing by Position



\* = Unfunded

**City of Franklin  
2009-2010 Fiscal Year Budget  
General Fund - Law  
Personnel by Position**

Position	Pay Grade	FY 2009		FY 2010		
		Full-Time	Part-Time	Full-Time	Part-Time	Not Funded
City Attorney	25	1	0	1	0	0
Asst City Attorney	23	1	0	1	0	0
Staff Attorney or Paralegal	22 / 16	1	0	1	0	0
Administrative Assistant	---	0	1	0	1	0
Intern	---	0	1	0	1	1 PT
	<b>TOTALS</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Anticipated Pay Grade (if reclassification creates new job title)
Intern unfunded in 2010					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
City's paralegal is sitting for bar exam.				

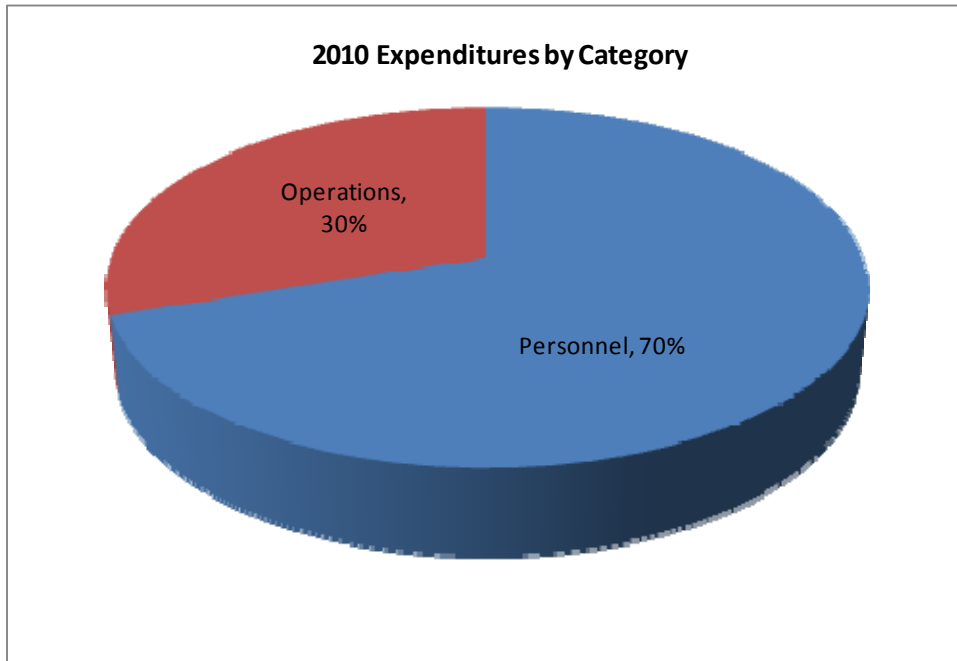
## Budget Notes/Objectives:

- Salaries & Wages – In an effort to prepare for the potential loss of an employee who is the paralegal, a staff attorney position has been created. The position will remain unfunded until the loss of the paralegal at which time the staff attorney position may be funded and the paralegal position unfunded. No change is expected to occur until late October or November 2009.
- Operating Services – costs are budgeted the same as last year due to the need for new letterhead and business cards in the event the City hires for its vacant position.
- Notices, Subscriptions, Publicity – costs are budgeted the same as last year due to the estimated cost of running a classified ad for the vacant City Attorney position
- Contractual Services – costs are expected to increase as most outside attorney expenses will now be budgeted through the Law Department
- Professional Development – The conferences are essential to the practice of municipal attorneys
- Office Supplies – costs are expected to decrease as the Law Department is fully functional at this time; additionally, we have budgeted zero dollars to fund meals and food inside Williamson County



# General Fund Law

110 41400 GENERAL FUND LAW		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	84,265	169,846	155,425	155,425	207,866
81400	Employee Benefits	16,607	64,860	68,271	68,271	85,572
	<b>Total Personnel</b>	<b>100,872</b>	<b>234,706</b>	<b>223,696</b>	<b>223,696</b>	<b>293,438</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	60	244	1,700	1,700	1,300
82200	Operating Services	1,146	3,243	5,556	5,226	4,240
82300	Notices, Subscriptions, Publicity	4,810	11,632	20,642	20,966	19,587
82400	Utilities	240	1,597	2,698	2,698	2,698
82500	Contractual Services	4,702	85,252	21,500	21,500	61,000
82700	Employee Programs	575	2,550	10,300	10,300	7,700
82800	Professional Development/Travel	3,005	9,802	12,600	12,600	11,800
83100	Office Supplies	2,757	2,980	11,860	11,860	7,650
83200	Operating Supplies	0	455	1,000	1,000	750
83300	Fuel & Mileage (Non-Travel)	0	230	190	200	400
83500	Equipment (<\$10,000)	4,715	1,056	2,552	2,552	2,500
83600	Repair & Maintenance Supplies	0	0	0	0	0
85100	Property & Liability Costs	0	1,226	1,400	1,400	1,400
85300	Permits & Fees	893	388	5,400	800	5,340
85900	Other Business Expenses	0	0	(21,500)	0	0
	<b>Total Operations</b>	<b>22,903</b>	<b>120,654</b>	<b>75,898</b>	<b>92,802</b>	<b>126,365</b>
<b>CAPITAL</b>						
89500	Equipment (>\$10,000)	6,091	0	0	0	0
	<b>Total Capital Budget</b>	<b>6,091</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Law Budget</b>		<b>129,866</b>	<b>355,360</b>	<b>299,594</b>	<b>316,498</b>	<b>419,803</b>



# Communications

*Milissa Reiersen, Communications Manager*

The Communications Division was created in December 2008 to develop internal and external communications and citizen participation initiatives. The Division also handles all media relations for the City and manages the City’s Government Access Channel, Comcast CableChannel 10.

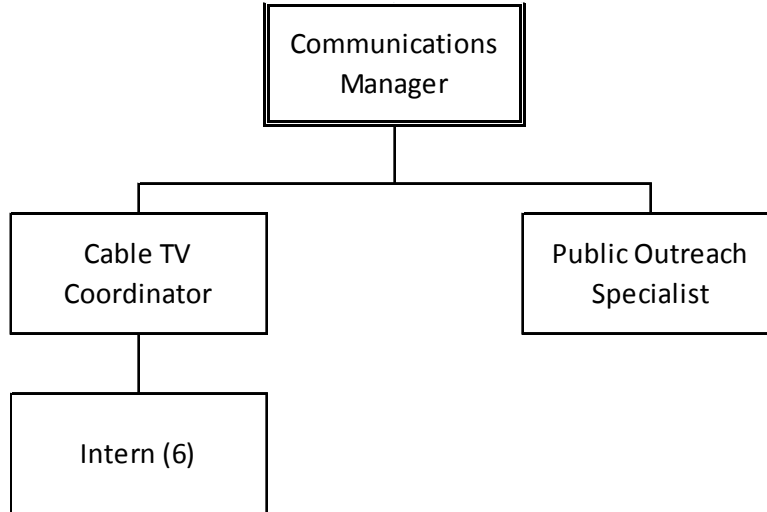
Measurement/Goal	FY08	FY09 (Projected)	FY10 (Goal)
<b>Goal: Provide proactive and timely information</b>			
Percentage of Releases that generate news stories	NA	NA	NA
Deliver Newsletter on the first weekday of the month			
<b>Goal: Produce informative programming for CableChannel 10</b>			
Local programming produced for CableChannel 10			
Average daily external visits to City’s website			
Meet or Exceed Expectations of Departments			



## Sustainable Franklin

The Communications Office will work with the M.I.T. Department to design “green” pages for the City’s new website. These “green pages” will be dedicated to providing ideas and suggestions to our citizens on living green in Franklin. Communications will also work with the City’s Sustainable Task Force to promote the City’s Sustainable Plan.

# Staffing by Position



**City of Franklin  
2009-2010 Fiscal Year Budget  
General Fund - Communications  
Personnel by Position**

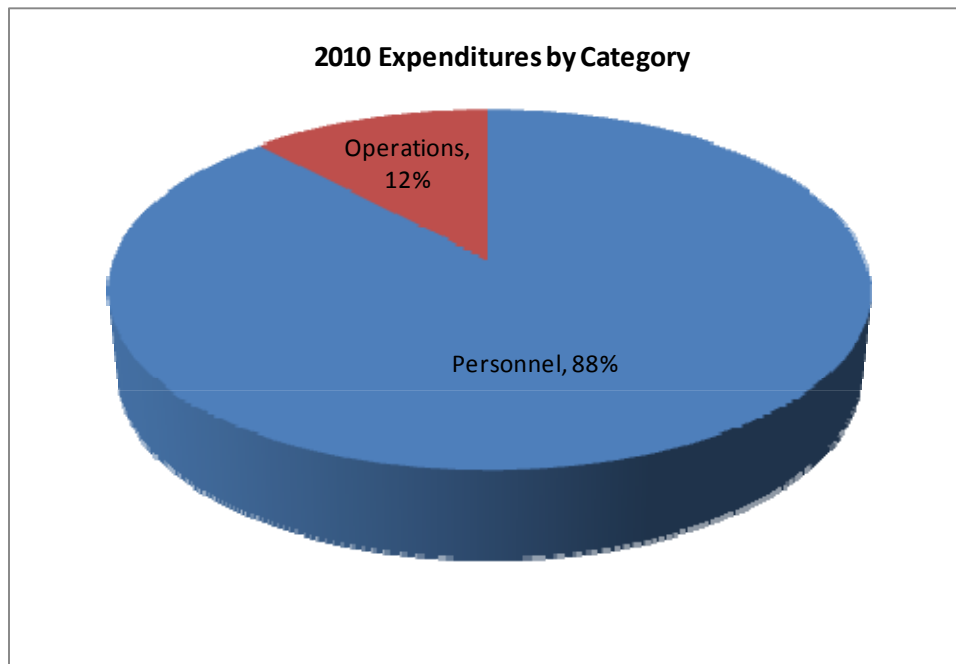
Position	Pay Grade	FY 2009		FY 2010	
		Full-Time	Part-Time	Full-Time	Part-Time
Communications Manager	22	0	0	1	0
Cable TV Coordinator	21	1	0	1	0
Public Outreach Specialist	21	0	0	1	0
Intern	---	0	6	0	6
<b>TOTALS</b>		<b>1</b>	<b>6</b>	<b>3</b>	<b>6</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Communications Manager from Administration					
Public Outreach Specialist from Administration					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

# General Fund Communications

110 GENERAL FUND 41330 COMMUNICATIONS (formerly Channel 10)		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	63,366	67,642	75,940	75,940	196,940
81400	Employee Benefits	26,089	25,450	25,694	25,694	47,221
	<b>Total Personnel</b>	<b>89,455</b>	<b>93,091</b>	<b>101,634</b>	<b>101,634</b>	<b>244,161</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	59	177	264	264	264
82200	Operating Services	0	89	200	200	200
82300	Notices, Subscriptions, Publicity	1,593	1,508	1,508	1,508	1,508
82400	Utilities	(34)	402	500	500	500
82600	Repair & Maintenance Services	0	350	2,500	2,500	2,500
82800	Professional Development/Travel	1,698	648	2,050	2,050	2,050
83100	Office Supplies	0	61	750	750	750
83200	Operating Supplies	11,439	13,548	10,814	10,814	10,814
83300	Fuel & Mileage (Non-Travel)	149	291	267	267	200
83500	Equipment (<\$10,000)	0	4,396	15,641	15,641	13,141
83600	Repair & Maintenance Supplies	251	0	0	0	0
85100	Property & Liability Costs	847	650	748	748	748
85300	Permits & Fees	311	0	0	0	0
85900	Other Business Expenses	0	1,175	(3,500)	1,000	1,000
	<b>Total Operations Budget</b>	<b>16,313</b>	<b>23,295</b>	<b>31,742</b>	<b>36,242</b>	<b>33,675</b>
<b>CAPITAL</b>						
89500	Equipment (>\$10,000)	28,433	9,295	0	0	0
	<b>Total Capital Budget</b>	<b>28,433</b>	<b>9,295</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Communications Budget</b>		<b>134,201</b>	<b>125,682</b>	<b>133,376</b>	<b>137,876</b>	<b>277,836</b>



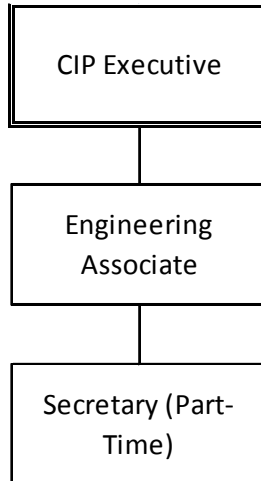


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# Capital Investment Planning

David Parker, CIP Executive/City Engineer

## Staffing by Position



City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund-Capital Investment Planning  
 Personnel by Position

Position	Pay	FY 2009		FY 2010	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
CIP Executive	26	0	0	1	0
Engineering Associate	16	0	0	1	0
Secretary (Part-Time)	9	0	0	0	1
<b>TOTALS</b>		<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

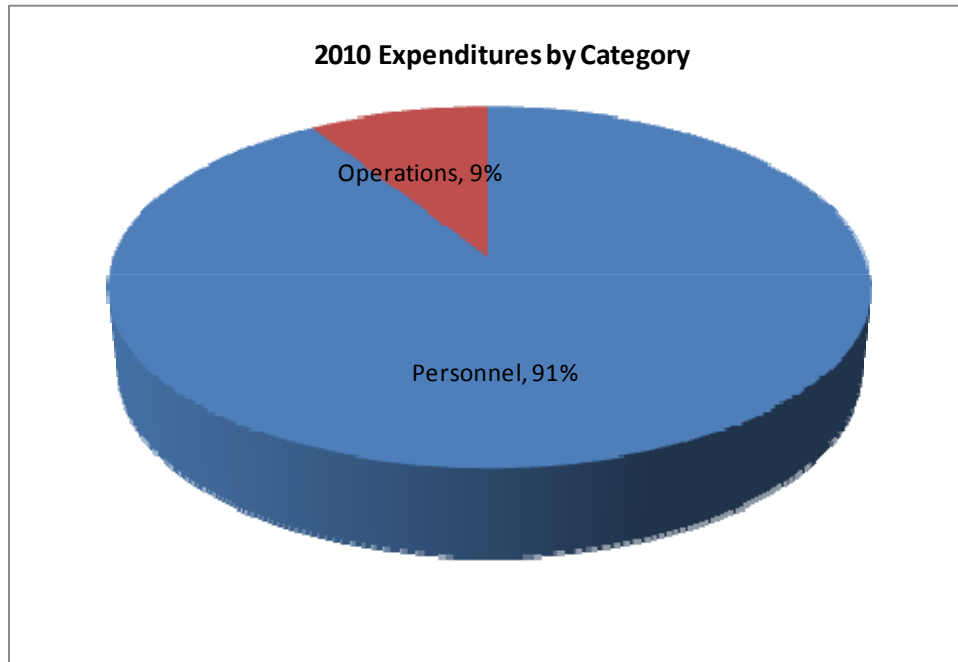
Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
CIP Executive from Administration					
Engineering Associate from Engineering					
Secretary (Part-Time) from Engineering					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications



# General Fund Capital Investment Planning

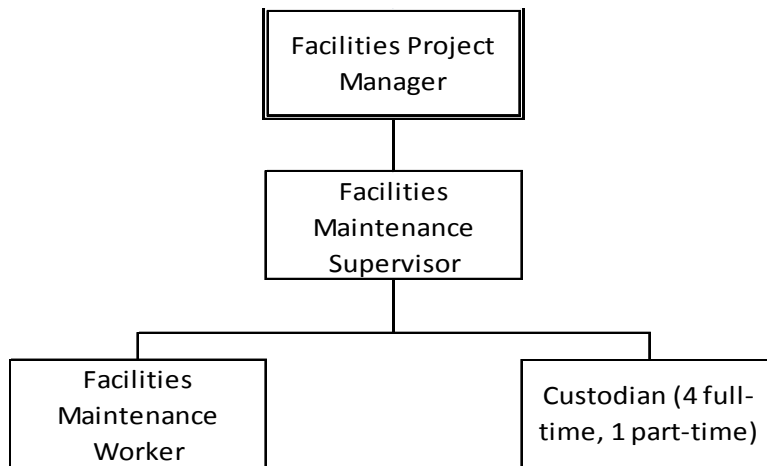
110 41305		GENERAL FUND CAPITAL INVESTMENT PLANNING			Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>									
81100	Salaries & Regular Pay								171,088
81400	Employee Benefits								48,763
	Total Personnel								219,851
<b>OPERATIONS</b>									
82100	Transportation Charges								500
82200	Operating Services								600
82300	Notices, Subscriptions, Publicity								2,800
82400	Utilities								2,850
82500	Contractual Services								0
82600	Repair & Maintenance Services								250
82700	Employee Programs								0
82800	Professional Development/Travel								7,700
83100	Office Supplies								1,350
83200	Operating Supplies								800
83300	Fuel & Mileage (Non-Travel)								400
83500	Equipment (<\$10,000)								1,500
83600	Repair & Maintenance Supplies								0
84000	Operational Units								0
85100	Property & Liability Costs								1,204
85200	Rentals								0
85300	Permits & Fees								950
85500	Financial Fees								0
85900	Other Business Expenses								0
	Total Operations								20,904
<b>CAPITAL</b>									
89500	Equipment (>\$10,000)								0
	Total Capital								0
<b>Total Capital Investment Planning Budget</b>									<b>240,755</b>



# Project and Facilities Management

Brad Wilson, Project Manager

## Staffing by Position



**City of Franklin  
2009-2010 Fiscal Year Budget  
General Fund - Project and Facilities Management  
Personnel by Position**

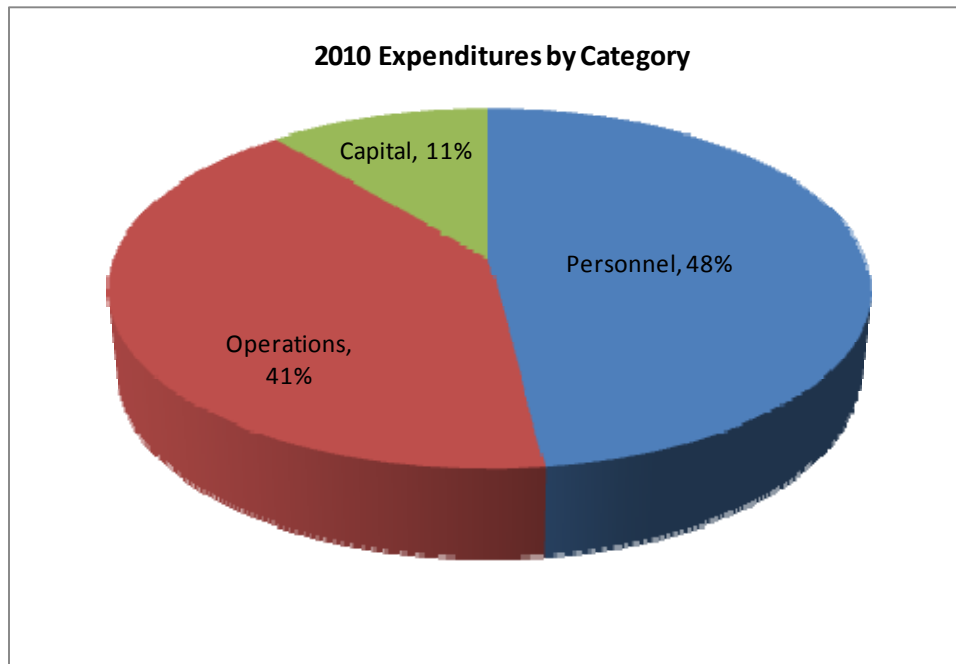
Position	Pay	FY 2009		FY 2010	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Facilities Project Manager	22	0	0	1	0
Facilities Maintenance Supervisor	14	1	0	1	0
Facilities Maintenance Worker	10	1	0	1	0
Custodian	7	3	1	4	1
	<b>TOTALS</b>	<b>5</b>	<b>1</b>	<b>7</b>	<b>1</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Facilities Project Manager from Administration					
Custodian (addition for Police HQ)		7			

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

# General Fund Project & Facilities Management

110 41320		GENERAL FUND PROJECT & FACILITIES MANAGEMENT				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	153,227	158,805	262,850	149,455	256,271
81400	Employee Benefits	92,453	95,546	116,662	94,736	136,799
	Total Personnel	245,680	254,350	379,512	244,191	393,070
<b>OPERATIONS</b>						
82100	Transportation Charges	20	22	20	20	20
82200	Operating Services	0	30	60	60	60
82300	Notices, Subscriptions, Publicity	15	939	500	500	500
82400	Utilities	44,030	156,387	196,024	190,524	190,524
82600	Repair & Maintenance Services	43,862	51,871	60,975	60,975	60,975
82800	Professional Development/Travel	0	0	0	0	0
83100	Office Supplies	0	3,720	401	401	401
83200	Operating Supplies	132	743	1,290	1,290	1,290
83300	Fuel & Mileage (Non-Travel)	456	638	563	563	500
83500	Equipment (<\$10,000)	0	17,153	2,300	2,300	2,300
83600	Repair & Maintenance Supplies	38,212	23,524	40,870	40,870	40,870
85100	Property & Liability Costs	847	9,570	22,012	22,012	25,784
85200	Rentals	96	0	7,826	7,826	7,826
85300	Permits & Fees		45	0	0	0
85900	Other Business Expenses	0	0	(74,250)	750	750
	Total Operations Budget	127,670	264,642	258,591	328,091	331,800
<b>CAPITAL</b>						
89200	Buildings	0	40,121	133,729	133,729	80,000
89500	Equipment (>\$10,000)	0	0	12,550	12,550	10,597
	Total Capital Budget	0	40,121	146,279	146,279	90,597
Total Project & Facilities Management Budget		373,350	559,114	784,382	718,561	815,467





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# FINANCE & ADMINISTRATION

Finance & Administration comprises **Finance, Municipal Information Technology, Purchasing, Recorder's Office, Project and Facilities Maintenance, City Court, and Transit.**

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

## Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for Comprehensive Annual Financial Report (17<sup>th</sup> year);
- GFOA award for Budget Presentation (1<sup>st</sup> year)
- Established Fuel Hedging initiative with Davidson County
- M.I.T. Director recognized as *Patriotic Employer* by the Employer Support of the Guard and Reserve (ESGR) organization



# Finance

*Russ Truell, Assistant City Administrator for Finance and Administration*

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

The Finance Department provides financial services for the City of Franklin. These include:

- (1) Financial Accounting and Reporting,
- (2) Investment of Temporarily Idle Funds,
- (3) Maintaining and Reconciling City Bank Accounts,
- (4) Issuing Employee Payroll,
- (5) Issuing Vendor Payments,
- (6) Internal Audits, and
- (7) Ensuring that the Annual External Financial Audit is Conducted.

Measurement/Goal	FY07	FY08	FY09 (Projected)	FY10 (Goal)
<b>Goal – To reduce processing costs, decrease paper payments through the usage of ACH electronic payments</b>				
AP Checks Count	NA	6,238	6,195	NA
AP Check Percentage of Total	NA	92%	91%	NA
ACH Count	NA	572	577	NA
ACH Percentage of Total	NA	8%	9%	NA
Total AP Transactions	NA	6,855	6,722	NA
<b>Goal – To decrease errors in Payroll processing as the level of difficulty increases</b>				
Number of Transactions	NA	17,915	18,803	NA
Error Rate	NA	NA	.05%	NA
<b>Goal – To reduce paper usage by increasing employee utilization of Employee Desk to view paystubs</b>				
Percentage of Employees Using Employee Desk	NA	NA	30%	NA



## Sustainable Franklin

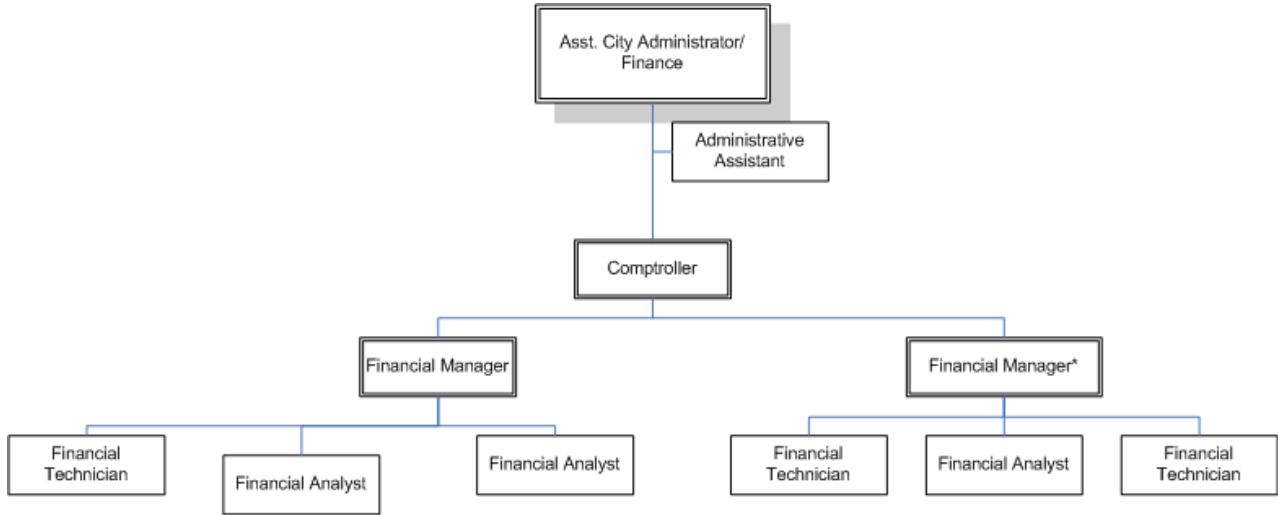
In Fiscal Year 2009, the Finance Department began utilizing Employee Desk, software that allows employees to view their paystubs online, eliminating the need for paper stubs and envelopes. Currently, 205 employees use Employee Desk; that amounts to 5,330 paper paystubs and 5,330 envelopes saved each year! Other “Green” Initiatives include reducing paper usage by dedicating a printer to use reuse paper already printed on one side and to reduce waste by recycling paper, newspaper, plastic bottles, and aluminum cans.

## 2009-2010 Outlook

The department is working to control costs such as travel by exploring local training options. Finance is also monitoring office supply requests, delaying software purchases, dedicating a printer to re-using paper printed on only one side and electronic scanning of documents to reduce the number of copies made and printed. Payroll implemented Employee Desk to reduce the number of paper paystubs printed along with other payroll communications.

**Goals:** One goal for the next fiscal year is to allow staff members assigned to oversight of particular departments to spend time each week in the Department. For example, when the new police headquarters building opens in January, one staff member will work two to four days a week inside the headquarters building. This will allow better oversight of departmental records, timekeeping, invoicing, purchasing and other administrative duties, as well as a better dialogue between the operational department staff and the financial support staff.

# Staffing by Position



\* = Unfunded



# Staffing by Position

City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund - Finance  
 Personnel by Position

Position	Pay Grade	FY 2009		FY 2010		Not Funded
		Full-Time	Part-Time	Full-Time	Part-Time	
ACA Finance	26	1	0	1	0	0
Comptroller	23	1	0	1	0	0
Financial Manager	19	2	0	2	0	1
Financial Analyst *	16	3	0	3	0	0
Financial Technician	12	3	0	3	0	0
Administrative Assistant	12	1	0	1	0	0
	<b>TOTALS</b>	<b>11</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>1</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
1 Financial Manager unfunded in 2010					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
ACA Finance	26			
Comptroller	23			
Financial Manager	19			
Financial Analyst	16			
Administrative Asst or Financial Technician	12			

\* One of the Financial Analyst positions is currently filled as a Financial Technician. A promotional opportunity is anticipated.

## Budget Notes/Objectives

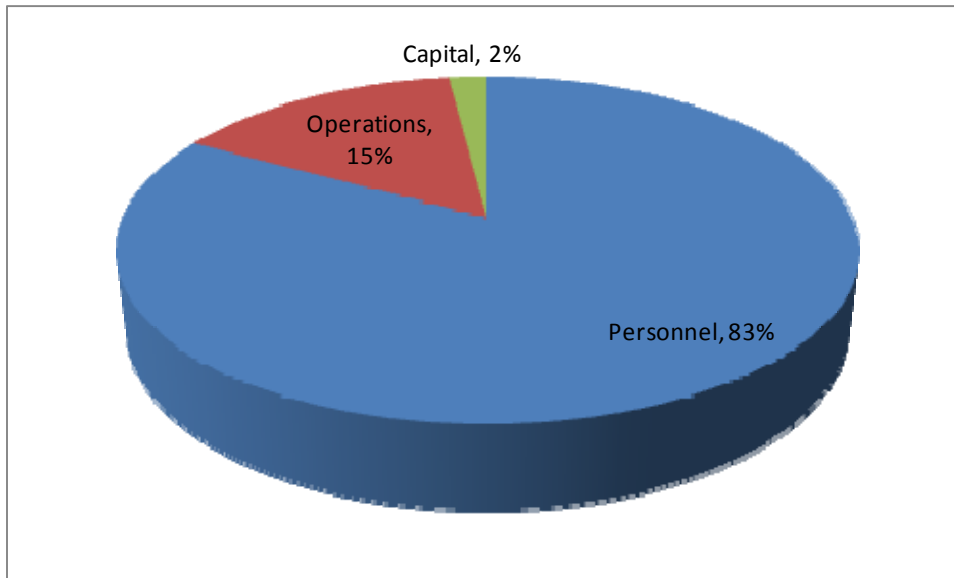
The Finance Department lost another long-time staff member due to retirement and will leave that Financial Manager position unfunded for Fiscal Year 2010, reducing personnel costs by over \$70,000. While approved for 3 Financial Analysts and 3 Financial Technicians, the department will postpone the promotion of a Technician to an Analyst for at least another year. Overall, personnel costs are reduced by \$93,000 over last year's budget. Operating costs are reduced by \$17,000, and capital equipment is up from zero to \$20,000 to allow for purchase of software updates related to payroll processing and scanning of financial documents.

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

110  
41500

GENERAL FUND  
FINANCE

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	531,174	553,458	596,060	592,383	513,386
81400 Employee Benefits	210,603	207,490	224,393	231,831	214,582
<b>Total Personnel</b>	<b>741,777</b>	<b>760,949</b>	<b>820,453</b>	<b>824,214</b>	<b>727,968</b>
<b>OPERATIONS</b>					
82100 Transportation Charges	503	375	150	2,800	2,500
82200 Operating Services	602	1,498	360	1,360	1,400
82300 Notices, Subscriptions, Publicity	4,353	4,082	2,455	3,835	3,683
82400 Utilities	5,837	7,513	8,820	6,970	7,900
82500 Contractual Services	3,361	7,254	17,600	11,348	10,348
82600 Repair & Maintenance Services	2,050	2,795	3,000	526	500
82700 Employee Programs	135	143	3,750	4,200	2,000
82800 Professional Development/Travel	7,521	11,688	12,000	11,171	10,050
83100 Office Supplies	9,963	14,217	12,500	6,630	6,500
83200 Operating Supplies	1,040	60	800	170	0
83300 Fuel & Mileage (Non-Travel)	80	48	190	150	150
83500 Equipment (<\$10,000)	17,991	13,247	8,500	15,432	2,200
83600 Repair & Maintenance Supplies	0	0	100	0	0
85100 Property & Liability Costs	2,432	4,697	5,402	4,000	4,000
85300 Permits & Fees	400	0	0	0	0
85500 Financial Fees	44,774	75,007	85,000	77,350	78,500
85900 Other Business Expenses	2,768	2,316	(14,500)	500	0
<b>Total Operations</b>	<b>103,810</b>	<b>144,940</b>	<b>146,127</b>	<b>146,442</b>	<b>129,731</b>
<b>CAPITAL</b>					
89500 Equipment (>\$10,000)	71,468	29,134	0	20,000	20,000
<b>Total Capital</b>	<b>71,468</b>	<b>29,134</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>
<b>TOTAL FINANCE BUDGET</b>	<b>917,055</b>	<b>935,022</b>	<b>966,580</b>	<b>990,656</b>	<b>877,699</b>

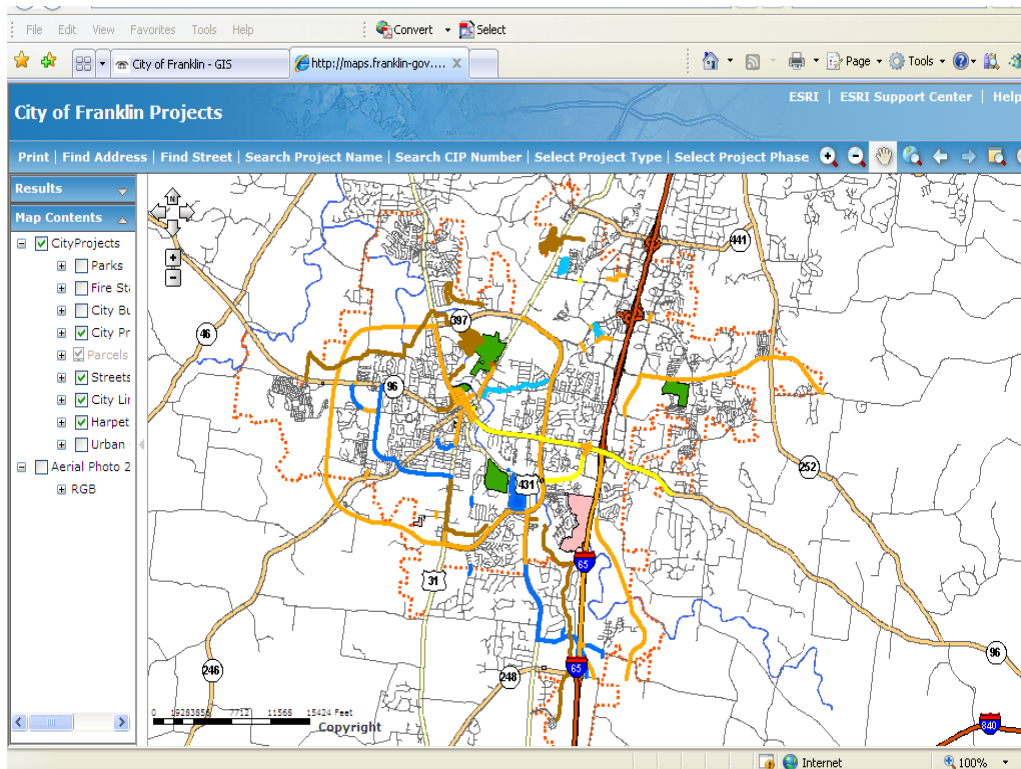


The MIT Department interacts closely with every department to assess current and future technology requirements. The department installs and ensures proper functioning of licensed software; administers multiple city-wide databases; installs and repairs hardware; manages networking and communication systems; maintains the City of Franklin's website; and provides end-user training. The MIT Department also provides the City's Geographic Information System (GIS), made up of layers of data, aerial photographs, and databases. This information is used to create digital and paper maps, plan for the future of Franklin, prepare for natural and manmade disasters, expedite EMS response, and track development. Currently the GIS division works with 19,631 parcels within limits (41.28 square miles) plus another 4,082 in the Urban Growth Boundary.

<b>Measurement/Goal</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Number of ArcMap licenses	30	43	NA	NA
Number of 800 mhz radios	616	641	NA	NA
<b>HelpStar Requests by Category</b>				
800 MHz Radios	NA	2.29%	3.05%	NA
Financial Applications	NA	1.06%	0.20%	NA
Fire - Computer/Technology	NA	9.20%	4.63%	NA
GIS	NA	1.54%	2.68%	NA
Hardware	NA	18.31%	11.34%	NA
Phones	NA	3.30%	7.07%	NA
Police - Computer/Technology	NA	2.82%	8.41%	NA
Printers	NA	7.75%	3.90%	NA
Software	NA	50.22%	34.15%	NA
Visions	NA	2.33%	0.61%	NA
Web Related	NA	1.14%	23.90%	NA

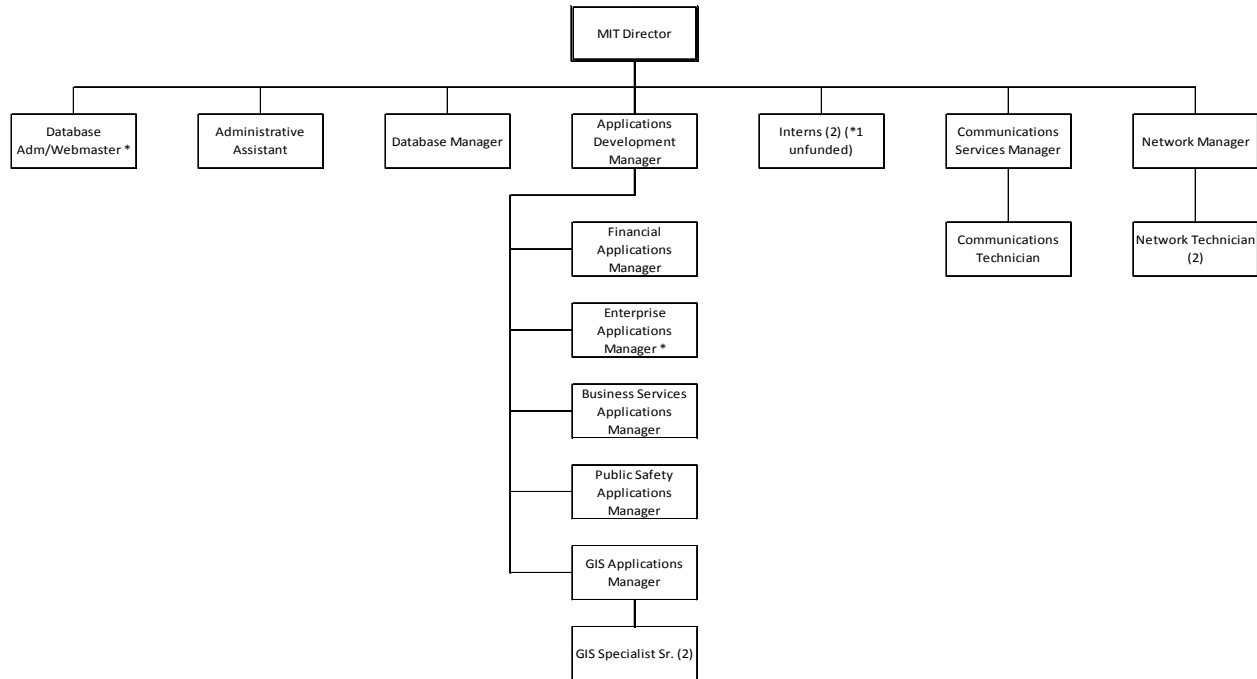
# Sustainable Franklin

The MIT Department helps to promote “Green” by targeting approximately 200 computers to be a part of the Energy Savings Group. These workstations will be scheduled to shut down nightly at 9 pm. They will not come back on unless the user powers them on. The department is also participating in “server virtualization.” Virtualization is a method of partitioning a single physical server into multiple servers. MIT has already reduced five servers to one and plans to continue this process.



*Information on various City Projects (Roads, Parks, Water/Sewer, etc.) can be found on the City's website at [www.FranklinTN.gov/mit/gis.html](http://www.FranklinTN.gov/mit/gis.html)*

# Staffing by Position



**City of Franklin  
2009-2010 Fiscal Year Budget  
General Fund - MIT  
Personnel by Position**

Position	Pay Grade	FY 2009		FY 2010		Not Funded
		Full-Time	Part-Time	Full-Time	Part-Time	
MIT Director	24	1	0	1	0	0
Applications Development Manager	22	1	0	1	0	0
Database Manager	21	1	0	1	0	0
Database Adm/Webmaster	21	1	0	1	0	1
Communications Services Manager	21	1	0	1	0	0
GIS Applications Manager	21	1	0	1	0	0
Network Manager	20	1	0	1	0	0
Enterprise Applications Manager	20	1	0	1	0	1
Public Safety Applications Manager	20	1	0	1	0	0
Financial Applications Manager	20	1	0	1	0	0
Business Services Applications Manager	20	1	0	1	0	0
GIS Specialist Sr	19	2	0	2	0	0
Network Technician	16	2	0	2	0	0
Communications Technician	16	1	0	1	0	0
Administrative Assistant	12	1	0	1	0	0
Intern	---	0	2	0	2	1 PT
<b>TOTALS</b>		<b>17</b>	<b>2</b>	<b>17</b>	<b>2</b>	<b>3</b>

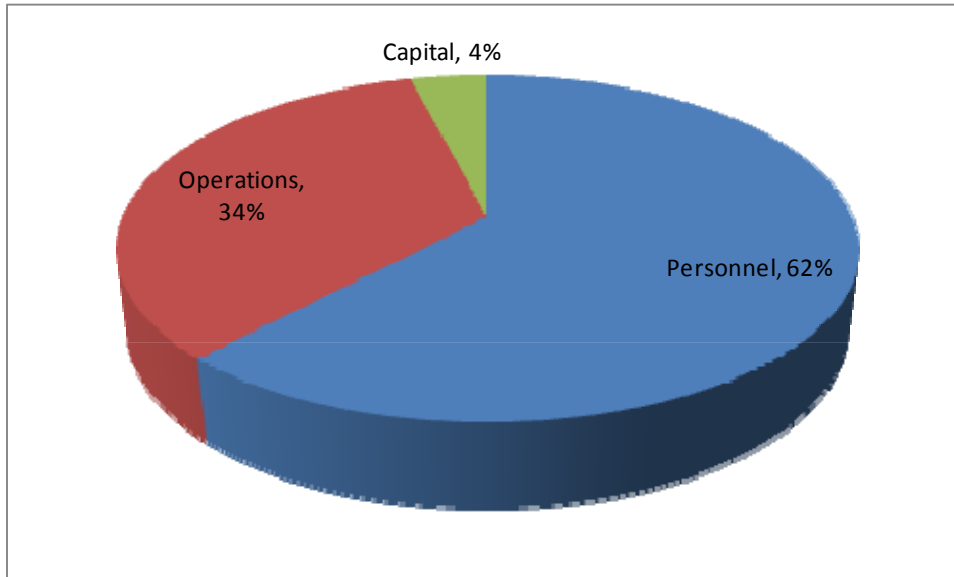
Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Database Adm/Webmaster unfunded in 2010					
Enterprise Applications Manager unfunded in 2010					
One (1) Intern unfunded in 2010					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

110  
41350

GENERAL FUND  
MIT - INFORMATION TECHNOLOGY

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	611,570	745,394	962,440	744,918	859,734
81400 Employee Benefits	267,119	293,553	333,070	286,674	338,559
<b>Total Personnel</b>	<b>878,689</b>	<b>1,038,946</b>	<b>1,295,510</b>	<b>1,031,592</b>	<b>1,198,294</b>
<b>OPERATIONS</b>					
82100 Transportation Charges	1,080	115	42	634	200
82200 Operating Services	1,499	1,268	1,074	632	700
82300 Notices, Subscriptions, Publicity	12,165	9,778	3,808	5,090	725
82400 Utilities	52,531	70,609	39,600	52,980	78,800
82500 Contractual Services	197,793	320,007	491,200	501,200	492,450
82600 Repair & Maintenance Services	42,627	1,539	2,120	2,395	1,600
82700 Employee Programs	17,995	41,021	37,000	375	5,000
82800 Professional Development/Travel	17,148	28,566	38,802	19,880	2,020
83100 Office Supplies	7,627	6,271	5,819	5,800	5,000
83200 Operating Supplies	1,726	4,087	3,000	3,000	1,500
83300 Fuel & Mileage (Non-Travel)	1,159	1,861	1,652	1,300	1,000
83500 Equipment (<\$10,000)	88,741	49,536	45,150	220,000	62,000
83600 Repair & Maintenance Supplies	1,562	4,798	2,668	1,800	1,250
85100 Property & Liability Costs	4,199	6,969	8,014	6,384	6,384
85200 Rentals	0	0	0	0	0
85900 Other Business Expenses	133	79	(9,500)	500	0
<b>Total Operations Budget</b>	<b>447,985</b>	<b>546,503</b>	<b>670,449</b>	<b>821,970</b>	<b>658,629</b>
<b>CAPITAL</b>					
89500 Equipment (>\$10,000)	503,875	476,283	130,000	70,000	80,000
<b>Total Capital Budget</b>	<b>503,875</b>	<b>476,283</b>	<b>130,000</b>	<b>70,000</b>	<b>80,000</b>
<b>Total MIT Budget</b>	<b>1,830,549</b>	<b>2,061,732</b>	<b>2,095,959</b>	<b>1,923,562</b>	<b>1,936,923</b>



# Purchasing Office

*Brian Wilcox, Purchasing Manager*

Procurement of goods and services not related to construction that is valued at or above the \$10,000 public advertisement / sealed submittal threshold is normally facilitated by the Purchasing Office, along with some procurements that are common to multiple departments. In addition, the Purchasing Office: administers the City’s purchasing card program, which allows, within spending limits, for purchases to be made by departmental staff by means of a City-issued credit card; and facilitates on an as-needed basis the lawful disposal of surplus property of the City, including both real property and personal property, and, at the discretion of the department, any lost or stolen property recovered by or turned over to the City.

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Number of formal procurement solicitations <sup>1</sup> processed by the Purchasing Office	51	50	50
Number of categories of goods and services purchased pursuant to consolidated <sup>2</sup> procurement process	7	7	8
Calendar days from requisition to purchase order <sup>3</sup>	60	60	60
Number of purchase orders issued <sup>4</sup>	51	50	50
Number of purchasing card transactions processed	15,424	13,336	13,200

<sup>1</sup> Involving sealed submittals (i.e., bids, proposals, and statements of qualifications) received pursuant to published legal notice.

<sup>2</sup> Whereby the anticipated spend on like purchases by multiple departments is aggregated and offered as a batch to a single vendor.

<sup>3</sup> Purchase Orders are required by the City whenever the sum of purchase values (quantity multiplied by unit price) exceeds the City’s encumbrance threshold. At present, the encumbrance threshold equals \$10,000.00. Purchase Orders may also be used upon request of the requisitioning department, the Finance Department or the Purchasing Office. Purchase Orders will not be issued simply upon request of a vendor. Purchase orders are not normally issued for contractual services.

<sup>4</sup> See footnote no. 3.



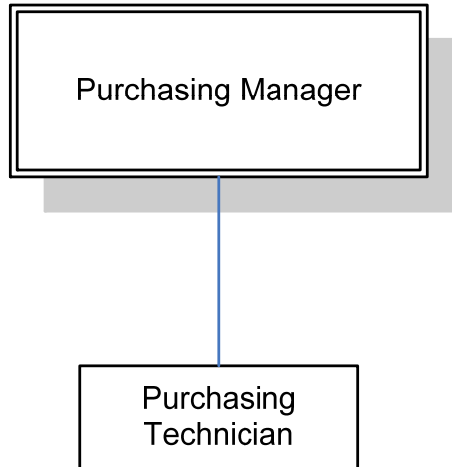


## Sustainable Franklin

The Purchasing Office will promote use by the various departments of the City the following method for the economical and eco-friendly disposal of used ink cartridges: The City's office supplies vendor provides the City with recycled boxes that we use to place the used ink cartridge in. They also provide us with shipping labels for a commercial shipper. Once we have accumulated enough used cartridges to fill the box (approximately 6 cartridges), we affix a shipping label to the box and call the commercial shipper for pick up. The office supplies vendor assumes the financial expense from the commercial shipper.

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

# Staffing by Position



City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund - Purchasing  
 Personnel by Position

Position	Pay Grade	FY 2009		FY 2010		Not Funded
		Full-Time	Part-Time	Full-Time	Part-Time	
Purchasing Manager	21	1	0	1	0	0
Purchasing Analyst (future)	16	0	0	0	0	1
Purchasing Technician	12	1	0	1	0	0
<b>TOTALS</b>		<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>

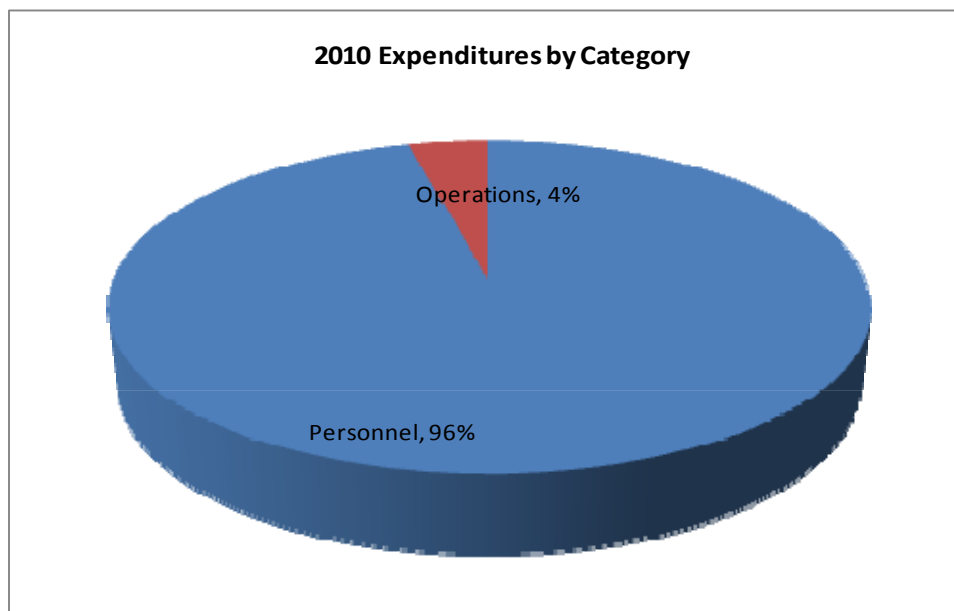
Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
none					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Purchasing Manager	21	Yes	5 yrs	CPP0 preferred
Purchasing Analyst	16	No	3 yrs	CPPB within 4 yrs
Purchasing Technician	12	No	2 yrs	CPPB within 5 yrs

## Budget Notes/Objectives

The Purchasing Office budget for FY2010 proposes no changes to the number or classification of budgeted positions. As an expense-reducing measure, the position of Purchasing Technician was intentionally left vacant from August 18, 2008 to March 20, 2009. In FY2008, all outbound mailing expenses of the General Fund were allocated to the Purchasing Office. In FY2010, attendance by the Purchasing Manager at a national professional development conference is not budgeted, and the acquisition of an e-procurement system is deferred.

110 41340		GENERAL FUND PURCHASING				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<u>PERSONNEL</u>						
81100	Salaries & Regular Pay	86,718	93,504	98,790	76,880	94,534
81400	Employee Benefits	41,219	45,938	46,506	37,077	48,000
	<b>Total Personnel</b>	<b>127,937</b>	<b>139,442</b>	<b>145,296</b>	<b>113,957</b>	<b>142,534</b>
<u>OPERATIONS</u>						
82100	Transportation Charges	28,424	31,670	350	50	50
82200	Operating Services	89	132	100	0	50
82300	Notices, Subscriptions, Publicity	2,361	1,817	2,250	1,984	1,745
82400	Utilities	190	477	463	500	550
82600	Repair & Maintenance Services	0	(137)	0	0	0
82800	Professional Development/Travel	1,865	3,559	2,930	1,558	1,826
83100	Office Supplies	1,474	1,726	1,775	410	250
83200	Operating Supplies	0	0	100	0	0
83300	Fuel & Mileage (Non-Travel)	22	0	95	0	100
83500	Equipment (<\$10,000)	904	4,405	0	1,379	500
85100	Property & Liability Costs	847	961	1,104	777	800
85900	Other Business Expenses	0	0	(10,000)	0	0
	<b>Total Operations</b>	<b>36,176</b>	<b>44,610</b>	<b>(833)</b>	<b>6,658</b>	<b>5,871</b>
<u>CAPITAL</u>						
89500	Equipment (>\$10,000)	481	0	0	0	0
	<b>Total Capital Budget</b>	<b>481</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Purchasing Budget</b>		<b>164,594</b>	<b>184,052</b>	<b>144,463</b>	<b>120,615</b>	<b>148,405</b>



# Recorder's Office & Court

*Steve Sims, Assistant City Recorder*

Also commonly known as the Revenue Department, the Recorder's Office oversees the billing and collection of most City revenues, including property tax, business tax, water/wastewater/stormwater bills, and numerous permits.

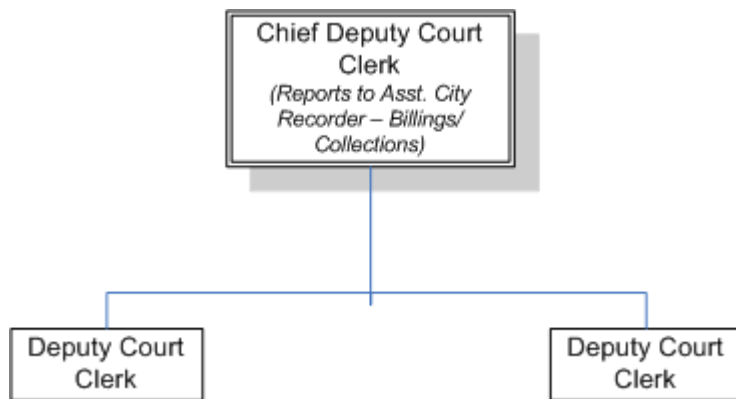
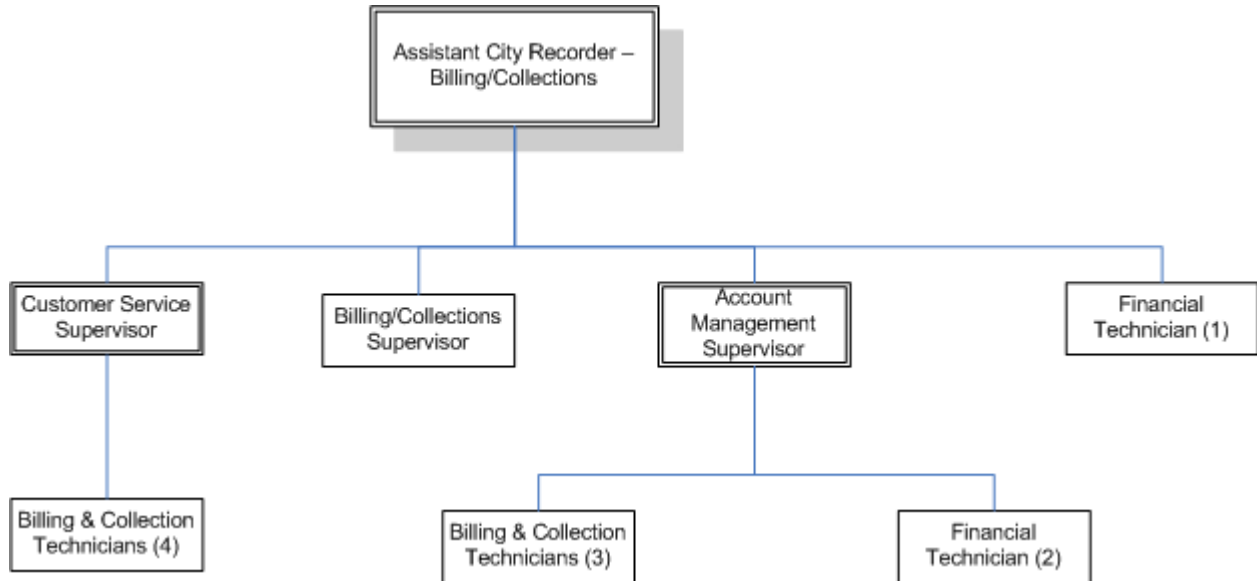
The Municipal Court of the City of Franklin serves to adjudicate municipal offenses and collect fines and costs.

<b>Measurement/Goal</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 (Budgeted)</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
<b>Goal – Issue Accurate and Timely Bills</b>					
Billing Errors per 10,000 billable items <sup>5</sup>	3.8	3.5	5.3	5.4	5.2
<b>Goal – Collect the Monies Owed the City of Franklin</b>					
Cost for Each Dollar Collected ( <i>excludes Court</i> )	\$0.0145	\$0.0156	\$0.0166	\$0.0170	\$0.0175
<b>Goal - Administer the Operations of City Court</b>					
Citations Processed per Employee ( <i>per month</i> )	165	252	275	300	310

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<sup>5</sup> Billable items are individual services provided to the customer by the various departments and billed to customers including water, irrigation, reclaimed, sewer, trash and stormwater service.

# Staffing by Position



City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund - Recorder's Office  
 Personnel by Position

Position	Pay Grade	FY 2009		FY 2010	
		Full-Time	Part-Time	Full-Time	Part-Time
Asst City Recorder - Billing/Collection	21	1	0	1	0
Customer Service Supervisor	18	1	0	1	0
Account Management Supervisor	18	1	0	1	0
Billing / Collection Supervisor	14	1	0	1	0
Financial Technician	12	3	0	3	0
Billing & Collection Technician	10	7	0	7	0
<b>TOTALS</b>		<b>14</b>	<b>0</b>	<b>14</b>	<b>0</b>

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

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

City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund - Court  
 Personnel by Position

Position	Pay Grade	FY 2009		FY 2010	
		Full-Time	Part-Time	Full-Time	Part-Time
Chief Deputy Court Clerk	12	1	0	1	0
Deputy Court Clerk	10	2	0	2	0
<b>TOTAL</b>		<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>

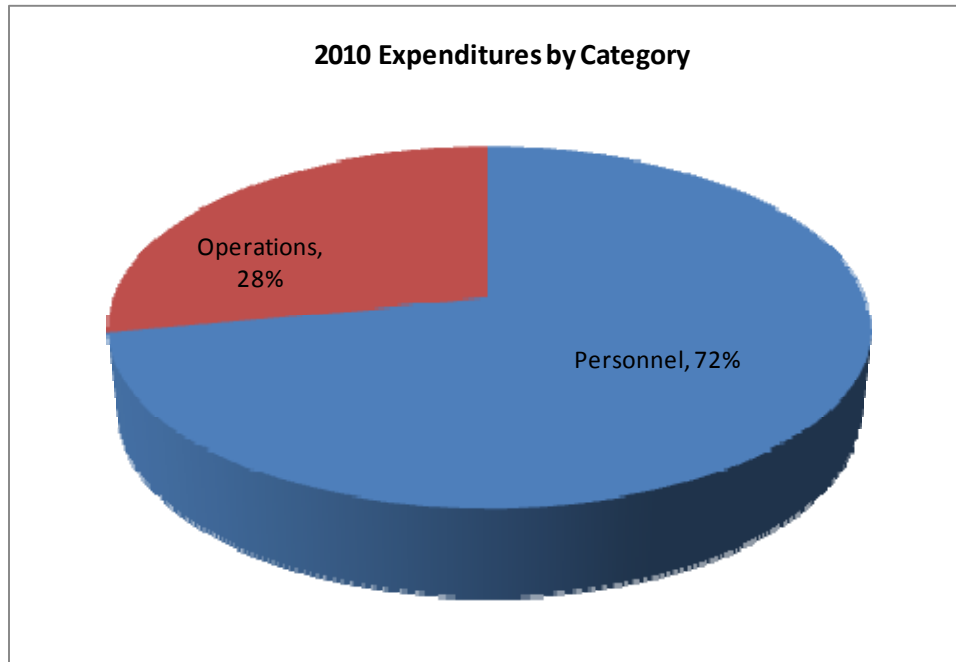
Note: The City Judge is also paid from within this department.

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

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

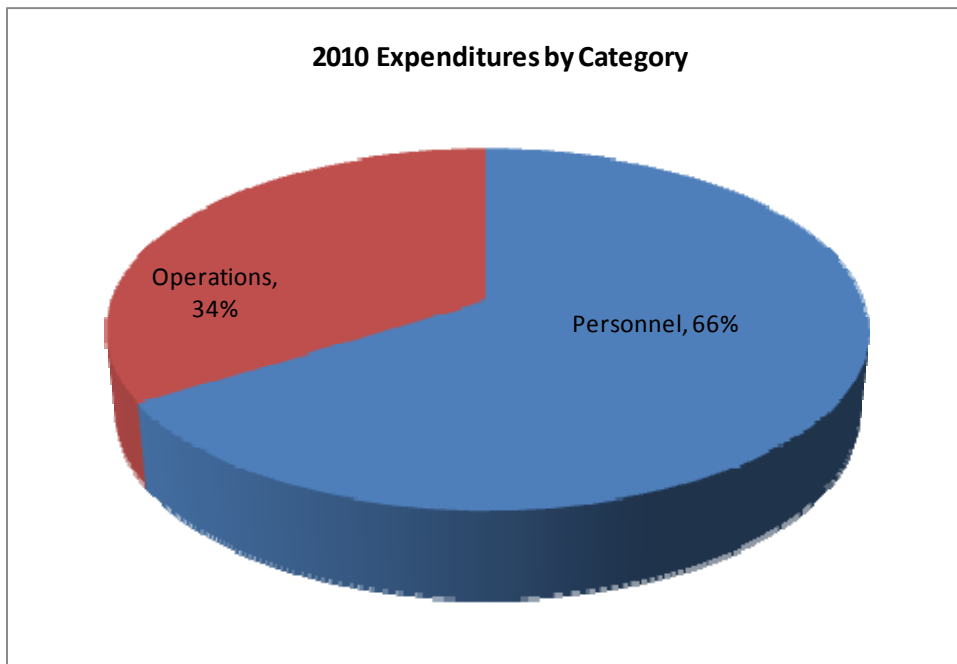
# General Fund Recorder's Office

110 41310		GENERAL FUND RECORDER'S OFFICE				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	409,617	502,731	539,590	539,839	521,493
81400	Employee Benefits	200,873	240,313	249,284	259,317	255,094
	Total Personnel	610,490	743,044	788,874	799,156	776,587
<b>OPERATIONS</b>						
82100	Transportation Charges	2,730	8,725	8,500	20,000	20,000
82200	Operating Services	3,405	1,210	16,380	4,021	5,000
82300	Notices, Subscriptions, Publicity	685	472	1,600	1,500	700
82400	Utilities	517	2,269	2,310	2,648	2,340
82500	Contractual Services	1,022	5,106	17,900	13,200	19,400
82600	Repair & Maintenance Services	201	655	1,000	1,000	1,000
82700	Employee Programs	130	265	550	0	0
82800	Professional Development/Travel	75	716	3,441	300	500
83100	Office Supplies	17,504	17,178	18,000	16,200	16,600
83200	Operating Supplies	2,818	(531)	700	600	600
83300	Fuel & Mileage (Non-Travel)	67	100	95	100	100
83500	Equipment (<\$10,000)	547	7,332	5,550	4,850	6,500
83600	Repair & Maintenance Supplies	0	169	200	0	0
85100	Property & Liability Costs	909	(12,583)	6,069	4,844	4,844
85300	Permits & Fees	169,215	168,249	96,100	185,000	10,000
85500	Financial Fees	159,612	170,401	209,056	205,500	220,000
85900	Other Business Expenses	0	0	(7,000)	0	0
	Total Operations Budget	359,437	369,732	380,451	459,763	307,584
<b>CAPITAL</b>						
89200	Buildings	0	4,084	0	0	0
89500	Equipment (>\$10,000)	0	2,328	20,000	0	0
	Total Capital Budget	0	6,412	20,000	0	0
Total Recorder's Office Budget		969,927	1,119,188	1,189,325	1,258,919	1,084,171



# General Fund Court

110 41200 GENERAL FUND COURT		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	96,593	103,074	106,510	105,203	102,744
81200	Officials Fees	31,540	29,360	30,720	29,360	29,360
81400	Employee Benefits	70,969	68,706	61,673	62,279	62,267
	<b>Total Personnel</b>	<b>199,102</b>	<b>201,140</b>	<b>198,903</b>	<b>196,842</b>	<b>194,371</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	0	0	5,000	1,000	15,000
82200	Operating Services	0	247	1,200	0	2,000
82300	Notices, Subscriptions, Publicity	35	474	300	200	500
82400	Utilities	303	536	7,436	600	600
82500	Contractual Services	3,180	0	0	200	23,600
82600	Repair & Maintenance Services	337	337	100	100	200
82800	Professional Development/Travel	1,026	54	2,870	1,300	1,300
83100	Office Supplies	3,109	2,634	2,500	3,700	3,000
83200	Operating Supplies	884	210	200	160	160
83300	Fuel & Mileage	0	0	0	300	0
83500	Equipment (<\$10,000)	4,408	1,573	1,250	900	11,900
85100	Property & Liability Costs	1,135	1,908	2,194	2,300	2,300
85300	Permits & Fees	22,311	24,531	25,000	30,000	30,000
85500	Financial Fees	3,603	5,840	5,000	8,000	10,000
85900	Other Business Expenses	63	0	(5,000)	0	0
	<b>Total Operations</b>	<b>40,394</b>	<b>38,342</b>	<b>48,050</b>	<b>48,760</b>	<b>100,560</b>
<b>CAPITAL</b>						
89500	Equipment (>\$10,000)	0	0	0	0	0
	<b>Total Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL COURT BUDGET</b>		<b>239,496</b>	<b>239,482</b>	<b>246,953</b>	<b>245,602</b>	<b>294,931</b>







HISTORIC  
**F R A N K L I N**  
TENNESSEE



HISTORIC  
**F R A N K L I N**  
TENNESSEE

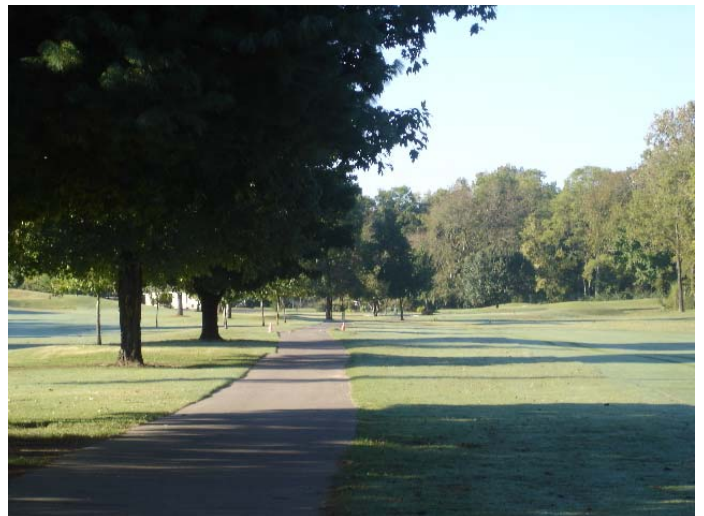


# COMMUNITY & ECONOMIC DEVELOPMENT

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

## Recognitions and Awards:

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



# Building and Neighborhood Services

*Tom Marsh, Interim Director*

The Building and Neighborhood Services Department ensures that the public's safety, health and general welfare are secure by enforcing Codes standards governing new construction, existing housing, and historic districts. Responsibilities of this department include: building permit issuance and inspection, floodplain management, tree preservation, building condemnations, removal of disabled vehicles, noise abatement, high grass, and the enforcement of other standards and regulations found in the Franklin Municipal Code and Zoning Ordinance. There are three divisions within this department: 1) Building Codes Enforcement and Inspections, 2) Zoning and Property Maintenance Code Enforcement, and 3) Department Operations and Development Coordination.

<b>Measurement/Goal</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Number of Building Inspections	15,223	11,706	5,197	NA
Percent Needing Reinspection	29.9%	24.3%	17.7%	NA
Number of Plumbing Inspections	8,432	6,805	3,427	NA
Percent Needing Reinspection	28%	25.4%	19.2%	NA
Number of Mechanical Inspections	8,768	6,671	3,378	NA
Percent Needing Reinspection	33.9%	29.5%	21%	NA
Number of Electrical Inspections	14,334	12,413	7,745	NA
Percent Needing Reinspection	25%	22.1%	16.5%	NA
Permit Fees Received	\$2,688,495	\$3,234,968	\$760,329	NA
Department Expenditures	\$1,775,072	\$1,874,942	\$2,055,451	NA



## Sustainable Franklin

The Building and Neighborhood Services Department recycles paper, plastic bottles, and toner cartridges.

## 2009-2010 Outlook

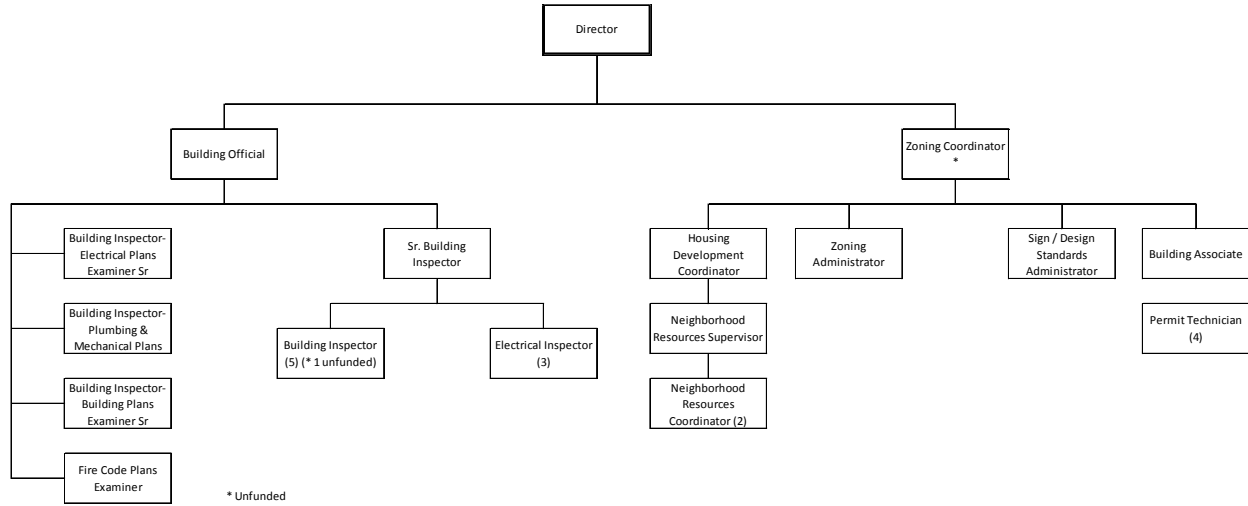
### **Cost Control Measure(s)**

Tasks and responsibilities are being spread across the department. This department and others are actually short on manpower for some tasks. Employees are cross-training and taking on additional responsibilities within and outside of the department to reduce the need to hire new employees.

### **Department Goal**

Continue to refine department procedures and leverage technology resources to increase efficiency of staff.

# Staffing by Position



City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund - Building & Neighborhood Services  
 Personnel by Position

Position	Pay	FY 2009		FY 2010		Unfunded
	Grade	Full-Time	Part-Time	Full-Time	Part-Time	
Codes Director	24	1	0	1	0	0
Building Official	22	1	0	1	0	0
Zoning Coordinator	20	1	0	1	0	1
Housing Development Coordinator	19	1	0	1	0	0
Building Inspector-Plans Ex Sr	17	1	0	1	0	0
Building Inspector-Electrical Plans Ex Sr	17	1	0	1	0	0
Building Inspector-Plumbing/Mech Plans Ex Sr	17	1	0	1	0	0
Sr Building Inspector	17	1	0	1	0	0
Zoning Administrator	17	1	0	1	0	0
Building Inspector	16	5	0	5	0	1
Fire Code Plans Examiner	16	1	0	1	0	0
Building Inspector-Electrical (a)	16	4	0	3	0	0
Building Associate	16	1	0	1	0	0
Sign Codes Administrator (b)	14	1	0	0	0	0
Sign / Design Standards Administrator	14	0	0	1	0	0
Neighborhood Resources Supervisor (a)	TBD	0	0	1	0	0
Permit Technician	12	4	0	4	0	0
Neighborhood Resources Coordinator	12	2	0	2	0	0
	TOTALS	27	0	27	0	2

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
(a) Due to changing workload for the department, reduce Building Inspector-Electrical by 1 and create position of Neighborhood Resources Supervisor.	Neighborhood Resources Supervisor	18 (estimated)			
Zoning Coordinator unfunded in 2010					
One (1) Building Inspector unfunded in 2010					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

## Budget Notes/Objectives

### Personnel

- No change in positions, still 27 positions in the department organization chart
- 2 positions that are currently vacant are “unfunded” for FY 2010 – Zoning and Development Coordinator and 1 of 5 Building Inspector positions
- 1 building inspector also being shared with Planning Department as Historic Preservation Officer

### Operations

- Including earlier cost containment measures, the FY 2010 budget proposal for operations expenses is a reduction of over 12% from the FY 2009 budget
- Reduced budget for consultant services for plan review
- Several small reductions in the various categories of Operating Supplies

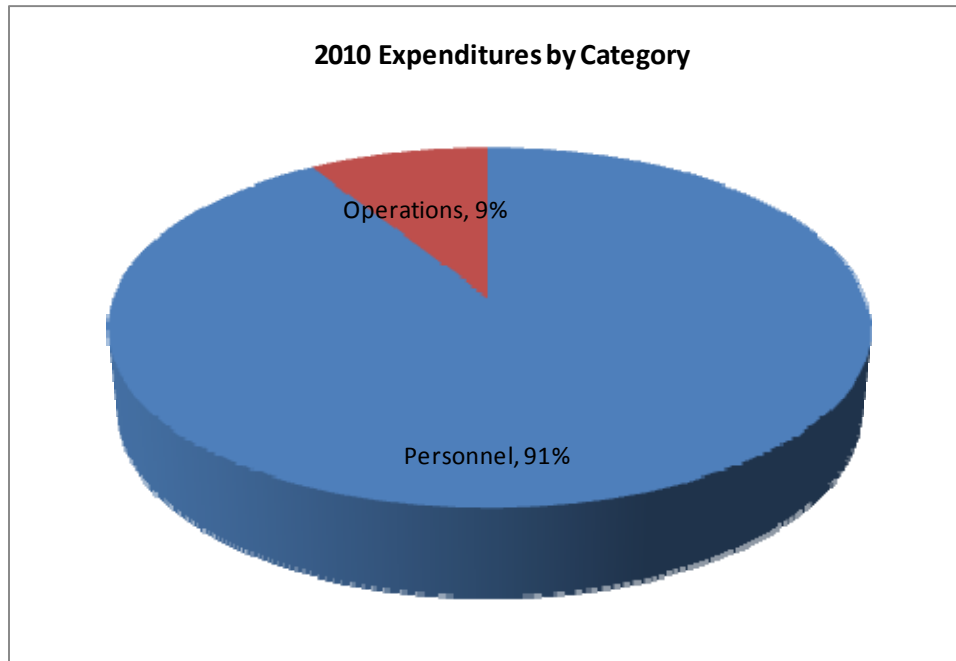
### Capital

No capital expenditures for second year in a row.



# General Fund Building & Neighborhood Services

110 GENERAL FUND 41900 BUILDING & NEIGHBORHOOD SERVICES (formerly Codes)		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	1,075,175	1,145,144	1,280,455	1,264,810	1,148,163
81400	Employee Benefits	514,913	513,398	560,815	560,815	579,973
	<b>Total Personnel</b>	<b>1,590,088</b>	<b>1,658,541</b>	<b>1,841,270</b>	<b>1,825,625</b>	<b>1,728,136</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	288	2,078	1,225	2,300	2,200
82200	Operating Services	8,122	10,967	5,050	3,838	4,650
82300	Notices, Subscriptions, Publicity	9,747	8,226	10,525	6,630	17,360
82400	Utilities	20,266	23,389	16,075	22,000	23,700
82500	Contractual Services	7,388	33,267	56,000	69,000	37,500
82600	Repair & Maintenance Services	6,549	3,382	12,500	10,550	12,500
82700	Employee Programs	2,105	3,947	12,000	1,660	4,860
82800	Professional Development/Travel	7,138	10,388	705	5,298	6,700
83100	Office Supplies	14,162	12,632	14,600	8,300	11,500
83200	Operating Supplies	6,390	6,045	10,550	6,560	9,100
83300	Fuel & Mileage (Non-Travel)	20,248	28,742	32,275	20,045	13,175
83500	Equipment (<\$10,000)	4,447	6,467	13,400	4,402	7,750
83610	Repair & Maintenance Supplies	501	0	100	0	100
84000	Operational Units	0	0	0	0	0
85100	Property & Liability Costs	11,251	18,928	26,786	24,786	26,786
85300	Permits & Fees	925	234	1,390	35	430
85900	Other Business Expenses	(12)	219	(21,500)	0	1,000
	<b>Total Operations</b>	<b>119,515</b>	<b>168,912</b>	<b>191,681</b>	<b>185,404</b>	<b>179,311</b>
<b>CAPITAL</b>						
89500	Equipment (>\$10,000)	65,469	47,488	0	0	0
	<b>Total Capital</b>	<b>65,469</b>	<b>47,488</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Building &amp; Neighborhood Services Budget</b>		<b>1,775,072</b>	<b>1,874,941</b>	<b>2,032,951</b>	<b>2,011,029</b>	<b>1,907,447</b>



# Planning and Sustainability

Gary Luffman, Interim Director

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

- (1.) Provide expertise and technical assistance to the Board of Zoning Appeals, Franklin Tree Commission, Historic Zoning Commission, and various ad-hoc committees.
- (2.) Administer performances agreements and sureties, and coordinates inspections, related to improvements associated with new development, such as streets, drainage, landscaping, water/wastewater, and sidewalks.
- (3.) Performs landscape inspections.
- (4.) Administers and coordinates the Franklin Zoning Ordinance regulations associated with new development and land subdivisions.

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Acreage Changes	187.14	NA	NA
<b>Base Zoning Changes</b>			
Properties Zoned Due to Annexation	187.14	NA	NA
Properties Rezoned	443.45	NA	NA
<b>Residential Development Approvals</b>			
Total Units	1621	NA	NA
Total Acreage	533.26	NA	NA
Open Space	193.94	NA	NA
Nonres Square Footage	288,958	NA	NA



## Sustainable Franklin

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

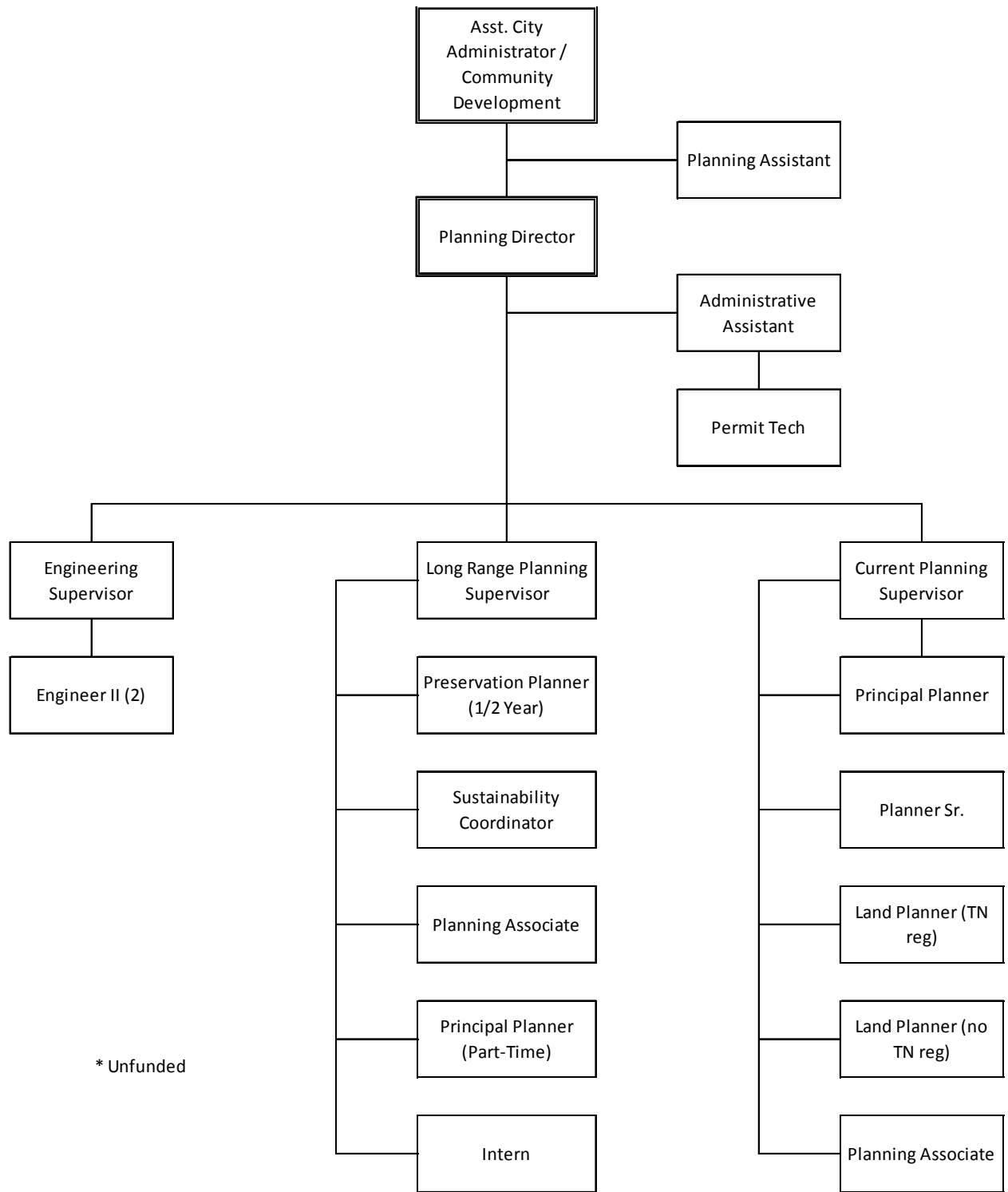
1. Apply for and be awarded various green and sustainable grants. Track number of grants and revenue generated by these grants.
2. Require more energy efficiency measures in new developments and existing redevelopments.

## 2009-2010 Outlook

The department sees a need to provide better services in its review processes. The turn-around period is essential for improving the time lines in the development community during these challenging economical times. Our engineers and will work closely with our planners to achieve this goal.

The Planning and Sustainability staff recognizes the economic challenges ahead and plans to do many projects with existing staff instead of outside contractual services.

# Staffing by Position



City of Franklin  
2009-2010 Fiscal Year Budget  
General Fund - Planning & Sustainability  
Personnel by Position

Position	Pay Grade	FY 2009		FY 2010		Not Funded
		Full-Time	Part-Time	Full-Time	Part-Time	
ACA Comm Dev	26	1	0	1	0	0
Planning Director	25	1	0	1	0	0
Long Range Planning Supervisor	TBD	0	0	1	0	0
Current Planning Supervisor	22	0	0	1	0	0
Design/Planning Supervisor	22	1	0	0	0	0
Engineering Supervisor	22	1	0	1	0	0
Staff Engineer II	21	2	0	2	0	0
Land Planner (TN reg)	21	1	0	1	0	0
Principal Planner	21	2	0	1	0	0
Preservation Planner	17 / 19 / 21	1	0	1	0	1/2 yr
Land Planner (No Tn. reg)	19	1	0	1	0	0
Planner Sr.	19	1	0	1	0	0
Sustainability Coordinator	17	0	0	1	0	0
Planning Associate	16	2	0	2	0	0
Planning Assistant	14	1	0	1	0	0
Administrative Assistant	12	1	0	1	0	0
Permit Technician	12	0	0	1	0	0
Administrative Secretary	10	1	0	0	0	0
Planner (Part-Time)	---	0	1	0	1	0
Intern	---	0	2	0	1	0
<b>TOTAL</b>		<b>17</b>	<b>3</b>	<b>18</b>	<b>2</b>	<b>0</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade
Change to fit duties similar to other departments; processing plans			Admin Secretary	Permit Technician	12
Position needed to maintain future Leed Certifications and grant availabilities	Sustainability Coordinator	17			
Change one Principal Planner to supervisory duties			Principal Planner	Long Range Planning Supervisor	22 (estimated)
Preservation Planner funded for 1/2 year					
Change title of Design/Planning Supervisor to Current Planning Supervisor					
One (1) Intern in 2010					

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

## Budget Notes/Objectives

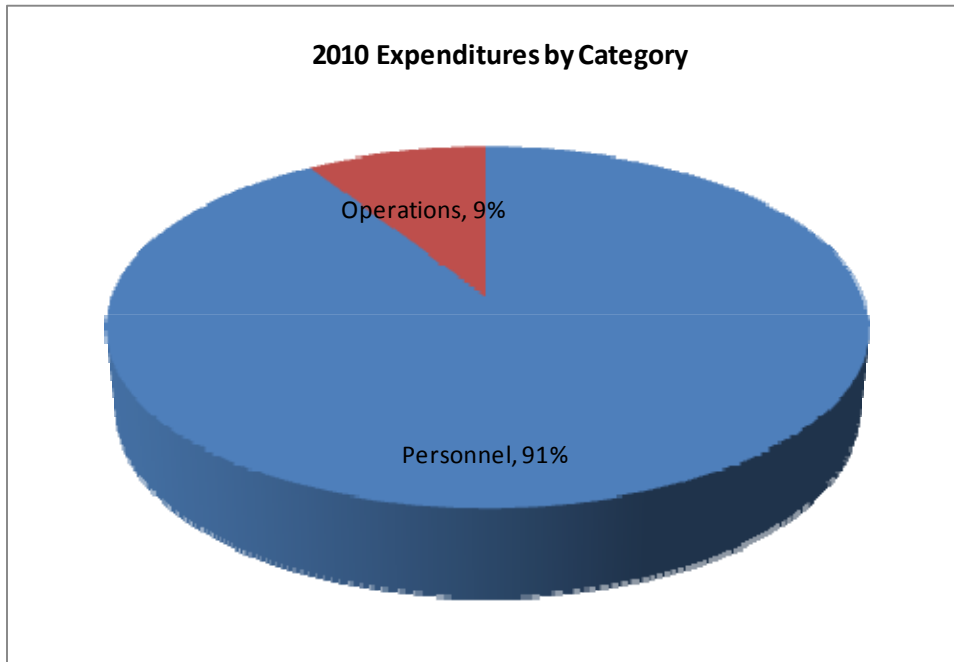
The department has recently undergone a re-organization of its personnel. Three members of the Engineering staff are now within the Planning Department. Their typical tasks on a daily basis dealt with a high majority of Planning Commission items. This move was necessary in order to better facilitate the procedures and processes of new development approvals. This is recognized in the increase of salary levels from the previous year. A new sustainability coordinator is shown, but will be filled through an unfilled position in the Codes Administration Department. Two staff members will be reclassified. The department has one part-time employee, along with one student intern. The total headcount increased by four with three being transferred from the Engineering Department.

The operational costs have been reduced by 67 per cent with no large studies or special programs scheduled. The scheduled household survey is still planned for the budget year to get feedback from citizens on how our overall city services are being provided.

No capital costs are shown for the new budget year.

# General Fund Planning & Sustainability

110 41700		GENERAL FUND PLANNING & SUSTAINABILITY (formerly Planning)				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	612,970	724,187	888,920	825,356	1,003,400
81200	Officials Fees	11,150	12,100	13,500	13,500	13,500
81400	Employee Benefits	237,446	255,028	295,385	267,832	357,966
	<b>Total Personnel</b>	<b>861,566</b>	<b>991,315</b>	<b>1,197,805</b>	<b>1,106,688</b>	<b>1,374,865</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	1,085	437	1,000	3,152	3,150
82200	Operating Services	18,747	18,191	21,400	1,650	1,650
82300	Notices, Subscriptions, Publicity	22,728	68,592	29,500	19,308	24,495
82400	Utilities	6,615	9,108	8,000	12,600	12,900
82500	Contractual Services	105,109	115,170	244,000	163,000	20,000
82600	Repair & Maintenance Services	6,030	7,286	17,300	7,899	10,690
82700	Employee Programs	0	2,510	16,200	0	5,000
82800	Professional Development/Travel	41,506	50,206	26,500	31,031	28,060
83100	Office Supplies	13,964	17,688	16,600	12,250	13,500
83200	Operating Supplies	1,208	1,982	2,850	2,576	3,000
83300	Fuel & Mileage (Non-Travel)	1,465	2,396	2,356	2,000	1,900
83500	Equipment (<\$10,000)	12,355	28,730	10,160	8,618	3,500
83600	Repair & Maintenance Supplies	0	1,372	0	107	125
84000	Operational Units	(1,662)	0	500	14,400	0
85100	Property & Liability Costs	2,795	5,093	5,857	5,637	5,650
85200	Rentals	105	0	0	0	0
85900	Other Business Expenses	66	0	(25,000)	500	500
	<b>Total Operations</b>	<b>232,116</b>	<b>328,761</b>	<b>377,223</b>	<b>284,728</b>	<b>134,120</b>
<b>CAPITAL</b>						
89500	Equipment (>\$10,000)	31,232	125	0	0	0
	<b>Total Capital</b>	<b>31,232</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Planning Budget</b>		<b>1,124,914</b>	<b>1,320,202</b>	<b>1,575,028</b>	<b>1,391,416</b>	<b>1,508,985</b>



# Engineering

*Eric Gardner, Director*

The Engineering Department plans for the future infrastructure needs of the City of Franklin. They work with other City Departments, elected officials, and the public to ensure that our infrastructure is designed and installed properly and that it meets all Local, State and Federal standards and guidelines.

A goal of the Traffic Operations Division of the Department is to perform timing optimizations for signal systems. There are four major systems in the City - Cool Springs, SR 96 E (Murfreesboro Rd.), Downtown (Main St, Fifth Ave, Columbia Ave) and a small system on Columbia from Century Ct to Mack Hatcher. An optimization is like a tune-up for a car engine. Everyone that uses those optimized systems saves time and fuel over the previous conditions they may have experienced.

Measurement/Goal	FY07	FY08	FY09 (Projected)	FY10 (Goal)
<b>Goal – Perform more Engineering work in-house (Construction, Engineering, and Inspection)</b>				
Number of CIP Projects with the Department performing Construction Administration <i>(usually performed by Engineering Consultants)</i>	5	8	8	NA
Amount of Savings by utilizing City Staff to perform in-house CA and Inspection Services	NA	NA	\$418,595	NA
<b>Goal – Reach optimum number of projects per employee. This will allow for better overall quality control, coordination with other departments, and improved cost savings.</b>				
Number of Capital Projects per Project Manager	NA	NA	23	NA
<b>Goal – Continue Traffic Count Program</b>				
Number of Intersections Counted	30	30	0*	30
Number of 7 Day Vehicle Counts (AADT)	6	6	0*	6
Decrease Average Delay at Certain Intersections	NA	NA	45%	15%
Fuel Consumption Savings from Traffic Optimization Program	NA	NA	14%	5%

*\*Area was not counted in 2009 due to the Streetscape Project and Police Department Headquarters Project.*

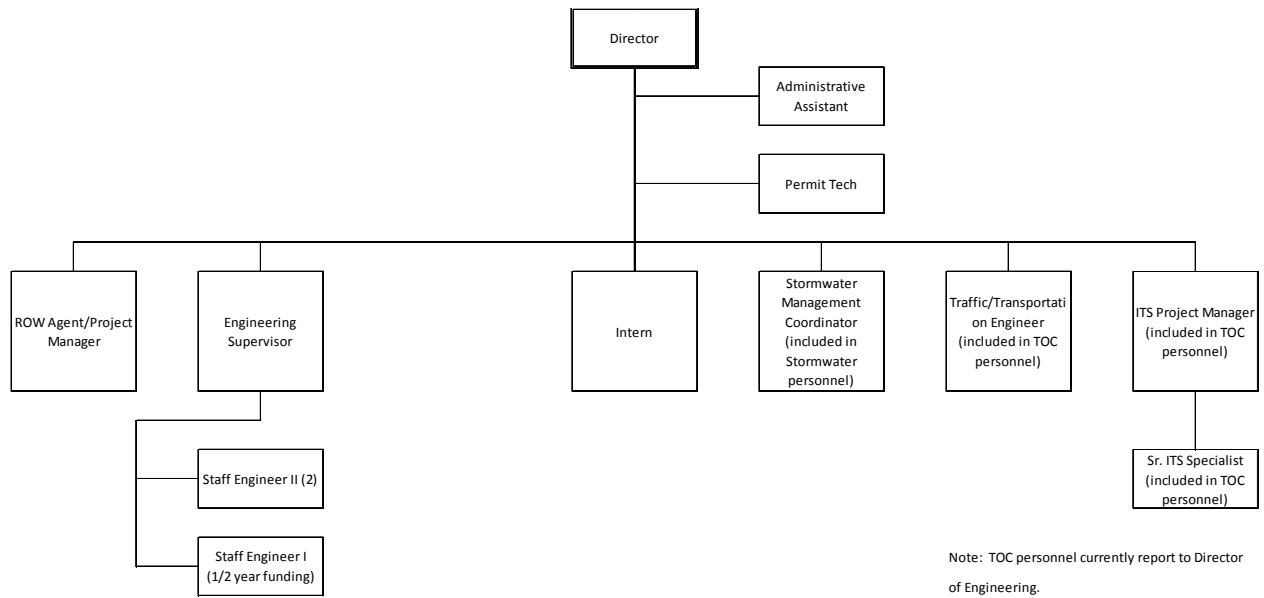




## Sustainable Franklin

The Engineering Department aims to decrease the number of hard copies used in day to day CIP Project file management and increase the number of digital files used to store projects. The Traffic Operations Division aims to decrease fuel consumption through the use of optimal signalization timing.

# Staffing by Position



2009-2010 Fiscal Year Budget  
 General Fund - Engineering  
 Personnel by Position

Position	Pay	FY 2009		FY 2010		Not Funded
	Grade	Full-Time	Part-Time	Full-Time	Part-Time	
Director of Engineering	25	1	0	1	0	0
Engineering Supervisor	22	0	0	1	0	0
Engineer II	21	2	0	2	0	0
Engineer I	20	2	0	1	0	1/2 yr
Right of Way Agent/Project Mgr	18	1	0	1	0	0
Engineering Associate	16	1	0	0	0	0
Administrative Asst.	12	1	0	1	0	0
Permit Technician	12	0	0	1	0	0
Admin Secretary	10	1	0	0	0	0
Secretary	9	0	1	0	0	0
Intern	---	0	1	0	1	0
<b>TOTALS</b>		<b>9</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>0</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade (Actual if known or Anticipated)	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Staff Engineer I to be funded 1/2 year					
Engineering Associate to Capital Investment Planning					
Secretary (Part-Time) to Capital Investment Planning					
Reclassification			Engineer II	Engineering Supervisor	22
Reclassification			Engineer I	Engineer II	21
Reclassification			Admin Secretary	Permit Tech	12

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund - TOC  
 Personnel by Position

Position	Pay	FY 2009		FY 2010	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Traffic/Transportation Engineer	23	1	0	1	0
ITS Project Manager	18	1	0	1	0
ITS Specialist Sr.	17	1	0	1	0
<b>TOTALS</b>		<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>

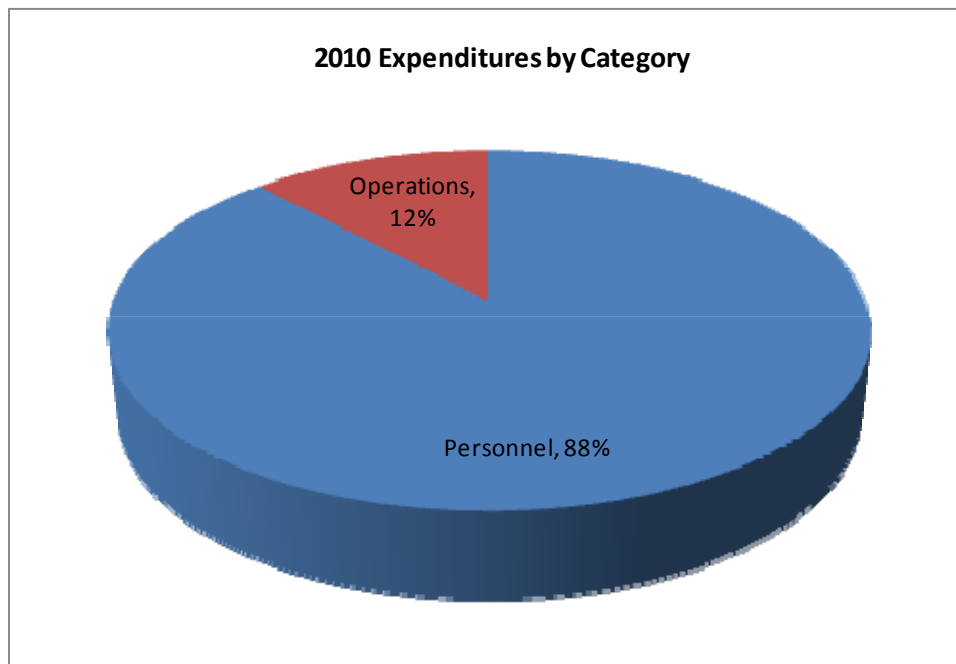
Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Departmental Career Development Path		Pay Grade	Requirements		
			Degree	Experience	Certifications

## Budget Notes/Objectives

- The overall FY 2010 Engineering Budget is reduced approximately 40% from the approved FY 2009 Engineering Budget. Operations in the Engineering Budget for FY 2010 is reduced approximately 70% from the approved FY 2009 Engineering Budget. There are no proposed costs in the FY 2010 Engineering Budget for Capital.
- Contractual Services for FY 2010 has been significantly reduced. FY 2009 included the cost for the Major Thoroughfare Plan and Bicycle and Pedestrian Plan update and was \$165,000. FY 2010 is \$18,500.
- Engineering is asking for one new position, a Project Manager. This position will mainly be used to manage water and sewer capital projects. It is anticipated that this position will reduce the amount of money spent for Construction Administration through outside consultants.
- Proposed position changes include Staff Engineer I to Staff Engineer II due to employee gaining an engineering license, Staff Engineer II to Engineering Supervisor due to City Reorganization, and Administrative Secretary to Permit Technician. Other personnel changes include transferring six positions (ACA for Public Works, Engineering Associate, Engineering Supervisor, Two Staff Engineer II, and Secretary) to other departments.
- The overall FY 2010 Engineering – TOC Budget is reduced approximately 2% from the approved FY 2009 Engineering – TOC Budget. Operations in the Engineering – TOC Budget for FY 2010 is increased approximately 40% from the approved FY 2009 Engineering – TOC Budget. Capital in the Engineering – TOC Budget for FY 2010 is reduced approximately 4% from the approved FY 2009 Engineering – TOC Budget.
- Contractual Services for FY 2010 has been increased and is the main reason for the increase to the Operations portion of the budget. The increased costs are for improvements to multiple intersections including the Jordan Road and Liberty Pike intersection.
- There are new positions or position changes in the Engineering – TOC Budget.
- TOC personnel will continue to seek out Federal and State grants to pay for all or most of the Capital expenditures portion of the Budget. In the FY 2010 Budget, 80% of the Capital comes from grants.

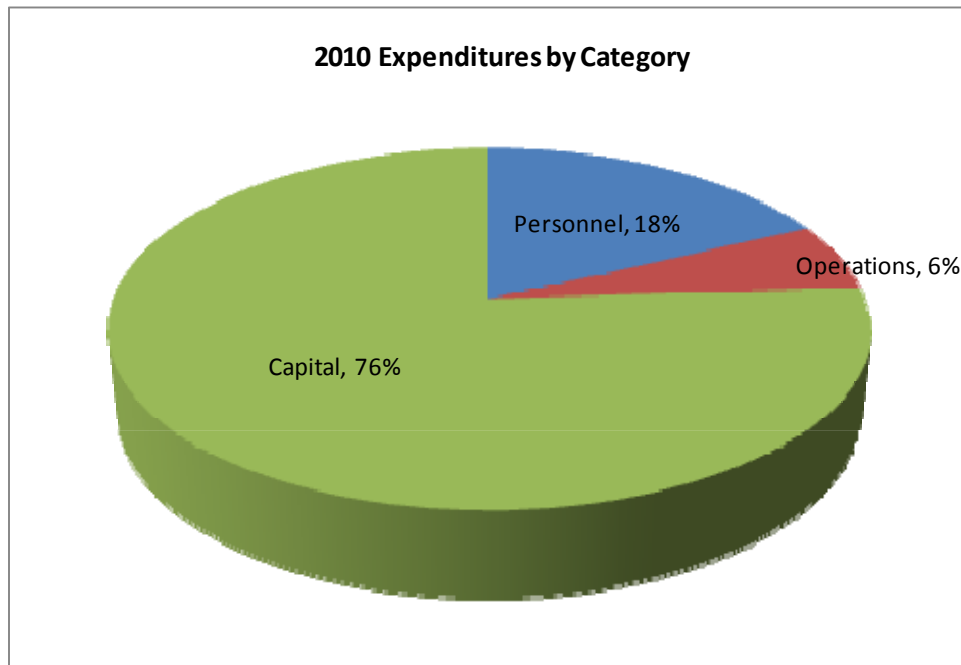
# General Fund Engineering

110 41600		GENERAL FUND ENGINEERING				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	402,554	518,699	805,749	805,749	389,680
81400	Employee Benefits	150,347	178,221	293,406	293,406	179,657
	Total Personnel	552,901	696,920	1,099,155	1,099,155	569,337
<b>OPERATIONS</b>						
82100	Transportation Charges	155	5,524	625	1,650	1,200
82200	Operating Services	1,362	498	1,590	1,240	1,340
82300	Notices, Subscriptions, Publicity	8,842	14,092	9,450	8,302	4,964
82400	Utilities	9,743	11,895	11,825	10,530	10,530
82500	Contractual Services	8,996	12,421	165,000	58,300	18,500
82600	Repair & Maintenance Services	2,991	2,057	4,300	4,146	4,200
82700	Employee Programs	0	1,170	750	20	100
82800	Professional Development/Travel	9,596	16,543	21,000	14,500	15,000
83100	Office Supplies	5,952	7,264	6,700	4,700	4,050
83200	Operating Supplies	1,264	1,979	2,320	355	840
83300	Fuel & Mileage (Non-Travel)	1,209	2,203	2,185	2,900	2,400
83500	Equipment (<\$10,000)	12,211	3,065	15,700	10,000	6,300
83600	Repair & Maintenance Supplies	0	0	0	0	0
85100	Property & Liability Costs	2,620	3,733	4,178	2,942	3,050
85300	Permits & Fees	22	591	3,700	2,600	2,015
85900	Other Business Expenses	389	0	(29,500)	0	200
	Total Operations	65,352	83,034	219,823	122,185	74,689
<b>CAPITAL</b>						
89500	Equipment (>\$10,000)	2,194	59,025	25,000	0	0
	Total Capital	2,194	59,025	25,000	0	0
<b>Total Engineering Budget</b>		620,447	838,979	1,343,978	1,221,340	644,026



# General Fund Traffic Operations Center (TOC)

110 41610		GENERAL FUND TRAFFIC OPERATIONS CENTER (TOC)				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	154,176	158,678	167,150	167,150	160,914
81400	Employee Benefits	60,767	58,472	58,442	58,442	62,913
	Total Personnel	214,943	217,151	225,592	225,592	223,827
<b>OPERATIONS</b>						
82100	Transportation Charges	58	0	100	0	100
82200	Operating Services	105	52	200	0	270
82300	Notices, Subscriptions, Publicity	1,401	6,787	1,915	6,293	1,975
82400	Utilities	1,266	1,281	1,300	1,500	1,865
82500	Contractual Services	4,543	38,465	116,150	96,395	48,200
82600	Repair & Maintenance Services	731	1,281	7,000	2,242	5,900
82700	Employee Programs	0	386	400	0	50
82800	Professional Development/Travel	3,922	2,783	4,500	785	3,540
83100	Office Supplies	382	652	700	151	400
83200	Operating Supplies	270	35	750	50	560
83300	Fuel & Mileage (Non-Travel)	515	827	1,064	900	500
83500	Equipment (<\$10,000)	4,760	0	4,150	3,500	6,180
85100	Property & Liability Costs	1,103	1,281	1,473	1,037	1,200
85300	Permits & Fees	0	0	540	540	545
85900	Other Business Expenses	0	0	(357,200)	0	0
	Total Operations	19,056	53,830	(216,958)	113,393	71,285
<b>CAPITAL</b>						
89500	Equipment (>\$10,000)	1,500	234,104	1,020,000	206,903	978,000
	Total Capital	1,500	234,104	1,020,000	206,903	978,000
<b>Total Traffic Operations Center (TOC) Budget</b>		235,499	505,085	1,028,634	545,888	1,273,112





HISTORIC  
**F R A N K L I N**  
TENNESSEE

# Parks

*Lisa Clayton, Director*

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

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Cost per Franklin Resident to Support Parks	\$10.40	\$11.41	NA
<b>Operational Expenditures</b>			
Administrative	40%	58%	69%
Operations/Program	14%	17%	17%
Maintenance	7%	8%	9%
Capital Improvements	35%	15%	1%
Capital Equipment	4%	2%	4%
<b>Revenues</b>			
Pavilion Rentals	24%	25%	25%
Contractual User Groups	48%	50%	50%
Special Event Permits Issued	9%	15%	15%
Lease Agreements	19%	10%	10%
Acres per 1000 residents (The National Recreation & Parks Association recommends 6 acres per 1000 residents. The City of Franklin has a total of 704 acres of parks)	NA	12.52	12.52





## Sustainable Franklin

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

- Increase the use of renewable energy to meet 10% of the City's peak electrical load within seven years. Replace park lighting with energy saving or LED lights in the park system. (Estimated date of completion: 6-30-2016)
- Apply for Energy Efficiency and Conservation Block Grants for replacing existing sports lights on two football fields at Jim Warren Park. (Estimated date of completion: June 2009)
- Establish a local Greenway / Open Space Master Plan for the City and entire Urban Growth Boundary to identify natural environmental characteristics to preserve, protect, and shape future development patterns and environmentally sustainable practices as a priority. (Estimated date of completion: 10-30-2009)

## 2009-2010 Outlook

The primary challenge in development of the Parks budget for Fiscal Year 2009-10 was dealing with shrinking revenues at the same time that expenses are growing. Total General Fund revenues for the coming year are projected to be slightly increased primarily due to growth in property opening three new additions within parks system: Harlinsdale Park, Eastern Flank Battlefield and Liberty Park, Phase II. Meanwhile, Park General Fund expenses face growing pressure from rapidly increasing costs of fuel, utilities, labor, materials and more.

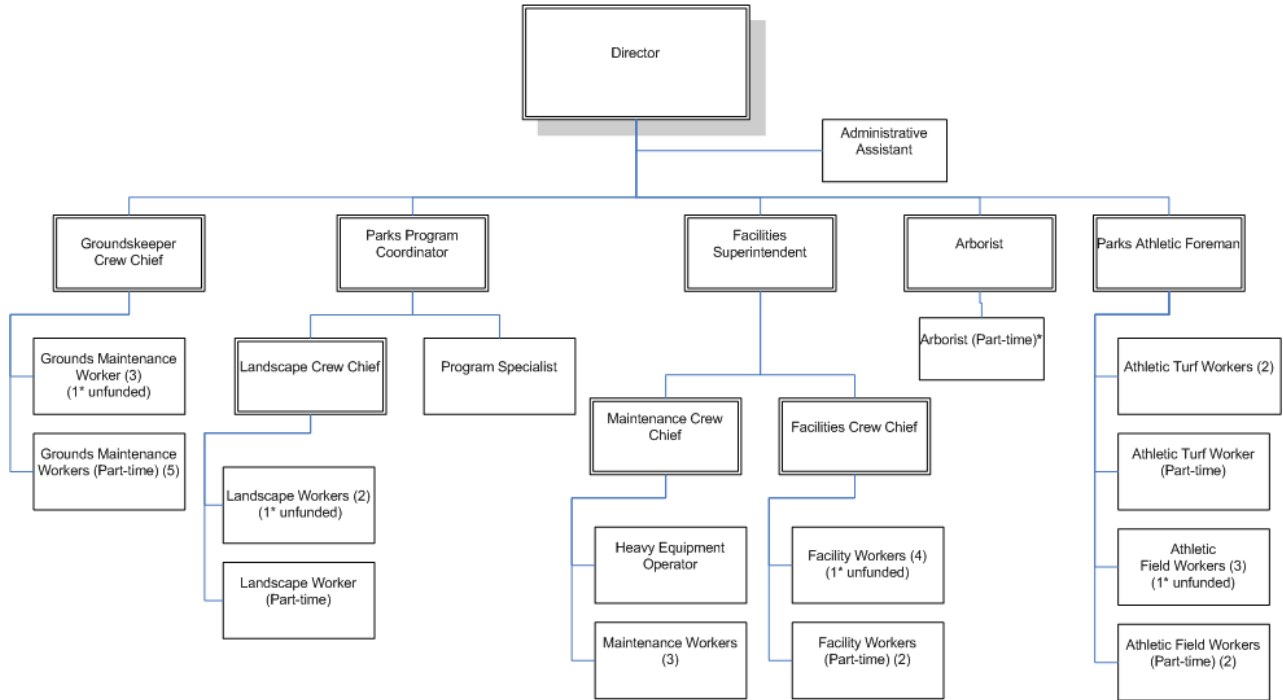


# Staffing by Position

## Parks Department

City of Franklin, TN

FY 2010 – Approved



\* = Unfunded

**City of Franklin  
2009-2010 Fiscal Year Budget  
General Fund - Parks  
Personnel by Position**

Position	Pay	FY 2009		FY 2010		Not Funded
	Grade	Full-Time	Part-Time	Full-Time	Part-Time	
Parks Director	24	1	0	1	0	
Facilities Superintendent	19	1	0	1	0	
Athletic Foreman	17	1	0	1	0	
Parks Program Coordinator	16	1	0	1	0	
Arborist	16	1	0	1	0	
Arborist - Part Time	16	0	1	0	1	1 PT
Facilities Crew Chief	13	1	0	1	0	
Groundskeeper Crew Chief	13	1	0	1	0	
Landscape Crew Chief	13	1	0	1	0	
Maintenance Crew Chief	13	1	0	1	0	
Program Specialist	13	1	0	1	0	
Heavy Equipment Operator	12	1	0	1	0	
Admin Assistant	12	1	0	1	0	
Athletic Turf Worker	11	2	1	2	1	
Parks Athletic Field Worker	11	3	2	3	2	1 FT
Facilities Worker	9	4	2	4	2	1 FT
Grounds Maintenance Worker	9	3	5	3	5	1 FT
Maintenance Worker	9	3	0	3	0	
Landscaping Worker	9	2	1	2	1	1 FT
<b>TOTALS</b>		<b>29</b>	<b>12</b>	<b>29</b>	<b>12</b>	<b>5</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Arborist (part-time) unfunded in 2010					
One (1) Parks Athletic Field Worker unfunded in 2010					
One (1) Facilities Worker unfunded in 2010					
One (1) Grounds Maint Worker unfunded in 2010					
One (1) Landscaping Worker unfunded in 2010					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Facilities Worker	9		1 year	

## Budget Notes/Objectives:

### **REVENUES:**

Park General Fund revenues are projected to total \$41,373 which is 19% increase than budgeted Park General Fund Revenues for the 2008-09 fiscal year. The majority of Parks revenue comes from special event rentals and lease agreements. It is recommended that current park projects be funded by several sources in order to complete projects needed for the citizens of Franklin and tourism. One opportunity is to utilize some funding when deemed appropriate from the Hotel/Motel tax; secondly through generation of revenue produced from special events or fees and allow the funds to accumulate for construction of such projects at Harlinsdale Farm. Thirdly, the department shall utilize grants and alternative funding sources when opportunities arise.

### **EXPENDITURES:**

Park General Fund expenditures are budgeted at \$2,637,900. This is a slight inflationary increase of 4% from budgeted expenditures in the current fiscal year due to the increase in property and facilities the park system will open to the general public by July 1, 2009.

Parks budgeted personnel in 2008-09 for four positions and resubmitted the four for approval in the 2009-2010 fiscal year budget in addition to the 12 part-time (seasonal) employees that work within the department throughout all divisions: Facilities, Grounds, Landscaping, Programming, Urban Forestry & Athletics.

### **CAPITAL:**

Budgeted Park capital projects from the General Fund include additional new fencing for one softball field at the Fieldstone Park due to TML request for updating the 20-year complex. Additional picnic tables and benches for area parks, vehicles to accomplish new and existing landscaping and facility work within the park system. In order to help control costs, the department is purchasing a swath mower for the new open space areas for Harlinsdale Farm and Eastern Flank Battlefield. The purchase will be completed within the existing 2008-2009 fiscal year budget at a cost savings of approximately \$20,000.

Budgeted Park capital projects from the Facility Tax Fund include additional new fencing for the Harlinsdale Farm historical road way and road frontage along Franklin Road.

### **SUMMARY:**

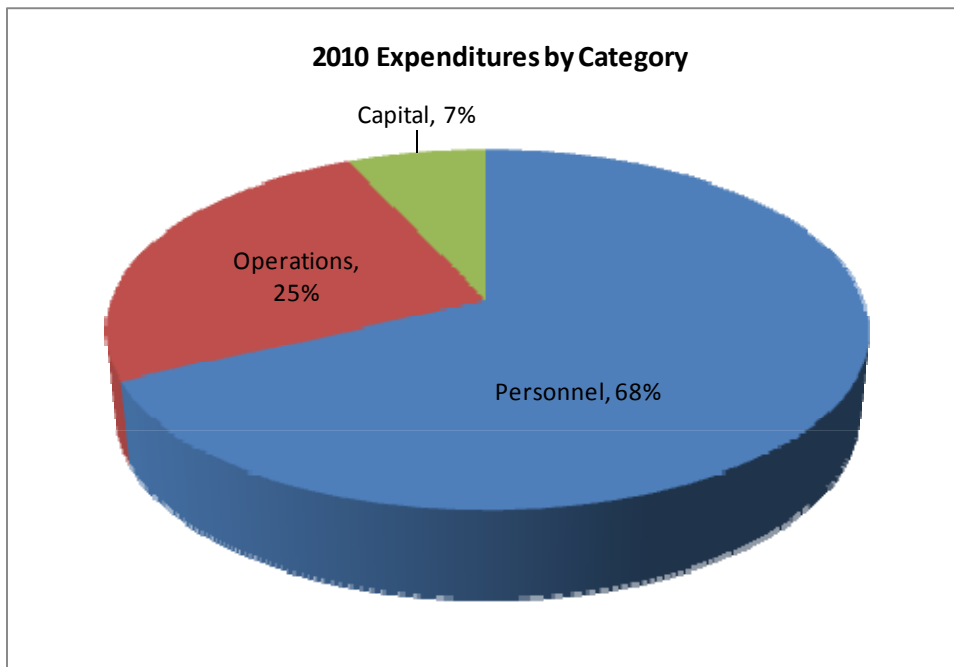
The Fiscal Year 2009-2010 budget for the City of Franklin Parks Department is a product of months of considerable effort by many individuals beginning with the input and analysis of staff members at all levels of the organization and continuing through the final decisions of BOMA that values strategic planning and is committed to our community's quality of life and efficient stewardship of public funds.

# General Fund Parks

110  
44700

GENERAL FUND  
PARKS DEPARTMENT

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	738,792	894,612	1,187,407	1,062,813	1,139,240
81400 Employee Benefits	384,815	426,181	527,506	506,863	589,398
Total Personnel	1,123,607	1,320,792	1,714,913	1,569,676	1,728,638
<b>OPERATIONS</b>					
82100 Transportation Charges	748	948	3,100	5,600	6,100
82200 Operating Services	13,589	14,094	22,100	20,500	20,500
82300 Notices, Subscriptions, Publicity	25,368	40,251	37,200	36,425	34,500
82400 Utilities	125,461	127,200	147,315	117,500	127,000
82500 Contractual Services	74,523	72,769	7,700	4,200	5,000
82600 Repair & Maintenance Services	79,508	68,808	69,500	85,000	82,500
82700 Employee Programs	830	1,175	1,200	200	1,250
82800 Professional Development/Travel	6,503	10,791	17,001	9,112	12,200
83100 Office Supplies	7,645	10,321	10,100	7,500	8,900
83200 Operating Supplies	55,370	56,919	67,400	69,800	71,000
83300 Fuel & Mileage (Non-Travel)	29,554	37,059	36,556	39,000	22,900
83500 Equipment (<\$10,000)	15,710	23,019	28,340	35,490	33,850
83600 Repair & Maintenance Supplies	121,709	133,257	173,200	174,500	163,000
85100 Property & Liability Costs	22,327	19,805	32,689	24,000	33,900
85200 Rentals	5,563	6,975	8,000	5,000	5,000
85600 Debt Service	0	2,254	0	600	600
85900 Other Business Expenses	642	1,156	(40,000)	30	0
Total Operations	585,050	626,801	621,401	634,457	628,200
<b>CAPITAL</b>					
89200 Buildings	445	917	0	0	0
89300 Improvements	973,040	376,261	25,000	55,000	0
89500 Equipment (>\$10,000)	108,389	45,510	93,500	151,300	175,800
Total Capital	1,081,874	422,688	118,500	206,300	175,800
<b>Total Parks Expenditures</b>	<b>2,790,531</b>	<b>2,370,281</b>	<b>2,454,814</b>	<b>2,410,433</b>	<b>2,532,638</b>



# General Fund Economic Development

This department is used to identify payments specifically related to economic development. An allocation is made for tourism of \$27,000 plus an additional amount for the Greater Nashville Regional Council of \$11,174. Also, membership to the Nashville Area Metropolitan Planning Organization has been added in 2010.

110 45925		GENERAL FUND ECONOMIC DEVELOPMENT				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
87110	<b>Contracted Services:</b>	<b>49,000</b>	<b>30,000</b>	<b>101,174</b>	<b>41,174</b>	<b>43,411</b>
87110	Chamber of Commerce-Economic Dev	1,000	0	0	0	0
87110	Chamber of Commerce-Tourism	0	0	0	0	0
87110	Conv & Visitors Bureau - Map	0	0	0	0	0
87110	Economic Development/Tourism	48,000	30,000	30,000	30,000	27,000
87110	Economic Development Partnership	0	0	0	0	0
87110	Tourism Development/Community Promotion	0	0	0	0	0
87110	Partnership 2010	0	0	0	0	0
87110	Greater Nashville Regional Council	0	0	11,174	11,174	11,174
87110	Nashville Area Metropolitan Planning Organization	0	0	0	0	5,237
87110	State Economic & Community Grant	0	0	60,000	0	0
<b>Total Economic Development</b>		<b>49,000</b>	<b>30,000</b>	<b>101,174</b>	<b>41,174</b>	<b>43,411</b>

# Community Development Block Grant (CDBG) Fund

170	COMMUNITY DEV BLOCK GRANT (CDBG) FUND	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b><u>AVAILABLE FUNDS</u></b>						
25100	Beginning Fund Balance		0	0	0	0
33580	CDBG Grant (Federal)		82,373	270,070	270,070	275,502
36100	Interest Income		0	0	0	0
	Total Available Funds		<u>82,373</u>	<u>270,070</u>	<u>270,070</u>	<u>275,502</u>
<b><u>OPERATIONS</u></b>						
82300	Notices, Subscriptions, Publicity		98	0	0	0
82500	Contractual Services		60,800	270,070	270,070	275,502
82600	Repair & Maintenance Services		21,475	0	0	0
85900	Other Business Expenses		0	0	0	0
	Total Operations		<u>82,373</u>	<u>270,070</u>	<u>270,070</u>	<u>275,502</u>
<b><u>CAPITAL</u></b>						
89200	Buildings		0	0	0	0
	Total Capital		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Total Expenditures		<u>82,373</u>	<u>270,070</u>	<u>270,070</u>	<u>275,502</u>
<b>Total Unallocated Funds</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Transit System

## Budget Notes/Objectives

+Potential Revenue Increase of \$60,592 - TOTAL REVENUE INCREASE: \$60, 592 –represent a projected reduction of 10% in revenues needed from COF General Fund

+FY 08-09 Implemented Changes that have improved Efficiency and Effectiveness of the public transit system in Franklin:

### Vehicles

- In October 08 completed the removal of four large trolleys off fixed routes
- Smaller vehicles placed on routes – started seeing decrease in maintenance costs
- Use of the smaller vehicles have resulted in better fuel economy, reduced preventative maintenance and repair costs, and produced a more cost effective solution for the system's operation.

### Service Changes

- Expanded Fixed Route Service to include Fieldstone Farms
- Extended service radius of TODD service from  $\frac{3}{4}$ -mile of fixed routes to 2.5 mile
- These changes enabled 90% of the population of Franklin access to public transportation options; with a 45.17 increase in ridership
- Since July 2008, there have been a 33.32% increase in trips made by Seniors and the Disabled population
- The service hour adjustments that were implemented during this year have saved an estimated 27.5 hours in driver time per week
- Cool Springs Circular – coming in Summer 2009

### Funding

- Better utilization of JARC (Jobs Access Reverse Commute) and New Freedom Funds (NFF) allowed extension of services to job pockets in the area and to senior services.
- This funding has allowed us to meet the ever increasing demand for TODD service for the Senior and ADA population for who we cannot deny service.

### Niche Market Expansion

- In Nov. started working with DFA to provide Twilight TODD service (pre-arranged after hours safe rides home service) to date, events – Wine Down Main Street 2008, 3 Blind Wines 2009, Feile Franklin 2009
- Provided service to Dickens 2008; plans to expand service to other downtown festivals
- Conventions are booking services with us, i.e. Rotary; Franklin Rodeo; Opening of Nissan Headquarters, etc.

### Sustainability Needs

- - Blend of fixed routes and TODD service contribute to the sustainability needs of the City



# Transit System Fund

160  
47200

SPECIAL REVENUE FUND  
TRANSIT SYSTEM

		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance	(316,527)	(979,401)	(440,843)	(440,843)	(355,150)
33350	FEMA/TEMA Grants (Fed/State)	0	0	0	0	0
33520	Transit Operations Grant	196,394	273,714	212,400	212,400	209,000
33530	Transit Capital Grant	0	1,256,423	163,500	157,000	183,446
34500	Transit Fares	42,558	65,429	137,295	136,795	108,000
36100	Interest Income	3,597	5,725	0	0	0
36500	Rental Income	3,333	9,800	9,600	0	0
36800	Sale of Surplus Assets	0	1,754	0	0	6,680
37900	Other Revenue	0	0	0	16,600	0
37100	Transfer from General Fund	859,230	709,758	559,820	559,820	503,838
	<b>Total Available Funds</b>	<b>788,585</b>	<b>1,343,202</b>	<b>641,772</b>	<b>641,772</b>	<b>655,814</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	20	0	0	0	0
82300	Notices, Subscriptions, Publicity	0	0	0	0	0
82400	Utilities	0	0	0	0	0
82500	Contractual Services	0	0	0	0	0
84000	Operational Units	901,300	1,014,582	1,082,615	996,922	1,066,946
85300	Permits & Fees	71,914	0	0	0	0
85900	Other Business Expenses	0	0	0	0	(55,982)
	<b>Total Operations</b>	<b>973,234</b>	<b>1,014,582</b>	<b>1,082,615</b>	<b>996,922</b>	<b>1,010,964</b>
<b>CAPITAL</b>						
89200	Buildings	713,747	18,867	0	0	0
89500	Equipment (>\$10,000)	81,005	750,596	0	0	0
	<b>Total Capital</b>	<b>794,752</b>	<b>769,463</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Transit Expenditures</b>	<b>1,767,986</b>	<b>1,784,045</b>	<b>1,082,615</b>	<b>996,922</b>	<b>1,010,964</b>
	<b>Total Unallocated Funds</b>	<b>(979,401)</b>	<b>(440,843)</b>	<b>(440,843)</b>	<b>(355,150)</b>	<b>(355,150)</b>



HISTORIC  
**F R A N K L I N**  
TENNESSEE



HISTORIC  
FRANKLIN  
TENNESSEE

# PUBLIC SAFETY

Public Safety comprises the Police and Fire departments.

Fire:

- Recognized as one of seven Award for Excellence Finalists by the International Association of Fire Chiefs (IAFC) for outreach efforts to Latino Community.
- Franklin Fire Chief Rocky Garzarek was one of four career fire chiefs who were finalists for the IAFC Southeastern Division Fire Chief of the Year Award.
- Implemented the first Franklin Firefighters Toy Drive which was a huge success. Franklin Firefighters collected more than 1,000 toys and articles of clothing during the 1st Annual Toy and Clothing Drive to benefit the children of the Franklin and Williamson County Boys and Girls Club and the Community Child Care Center.

Police:

Lt. Chris Clausi  
Sgt. Charles Warner  
Ofc. Rose Steagall

Outstanding Service by the National Drug Court Institute  
Excellence in Law Enforcement Dept. of Justice; US Attorney's Office  
Member of the Year Fraternal Order of Police  
Williamson County Bar Association  
Law Enforcement Officer of the Year  
Child Defender Award National Law Center for Children and Families

Sgt. Eric Anderson  
Det. Brett Kniss  
Det. Stephanie Cisco  
Det. Becky Johnson  
Det. Tamara Smith  
Sgt. Aaron Compton

1st Place, Overall US Police Canine Association Competition  
1st Place, Agility US Police Canine Association Competition  
1st Place, Total Search US Police Canine Association Competition  
2nd Place, Obedience US Police Canine Association Competition  
2nd Place, Article Search, US Police Canine Association Competition  
2nd Place, Criminal Apprehension US Police Canine Association Competition  
3rd Place, Tracking US Police Canine Association Competition  
Sergeant Jimmy D. Anderson Memorial Award US Police Canine Association Competition

Ofc. Charlie Richards

1st Place, Obedience US Police Canine Association Competition  
1st Place, Tracking US Police Canine Association Competition  
2nd Place, Overall US Police Canine Association Competition  
2nd Place, Total Search US Police Canine Association Competition  
3rd Place, Article Search US Police Canine Association Competition  
3rd Place, Box Search US Police Canine Association Competition

Ofc. Phillip Wise

Outstanding Officer Award Tennessee Sheriff's Association  
Physical Training: Top Performance in the History of TLETA Tennessee Law Enforcement Training Academy

Ofc. Ben Jones

Outstanding Officer Award Tennessee Sheriff's Association  
Highest Academic Average Tennessee Law Enforcement Training Academy

Ofc. Timothy Damm  
Ofc. Corey Kroeger

Highest Academic Average Tennessee Law Enforcement Training Academy  
Outstanding Officer Award Tennessee Sheriff's Association

# Police

*Jackie Moore, Police Chief*

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

The City of Franklin has earned a national reputation as a safe and vibrant community. It is a testament to the dedication and professionalism of the sworn and civilian personnel of our agency that our Police Department is acknowledged to be among the finest in the South. The Franklin Police Department is currently the ninth largest in the State, and continues to maintain among the lowest crime rate per capita in Tennessee. As the City continues to grow, the department will evolve in order to continue to exceed the needs and expectation of our residents, visitors, and employees. The Franklin Police Department will continue to deliver professional, progressive, and responsive service to our community. The Franklin Police Department is responsible for protecting the citizens of Franklin from crime; investigating and apprehending those individuals who are suspected of breaking federal, state or local laws within the City limits; enforcing City ordinances and traffic laws; providing traffic control for the streets and city schools; providing public information and education to the schools, citizen groups, and to the public about crime prevention, self-protection, and the illegal use of narcotics.

*Citizen Survey, Overall Satisfaction* – The greatest measure of a police department's effectiveness can be measured by the sense of safety and security its residences and visitors feel.

*Reported Crime Rate Part One Crimes* - Annually the FBI compiles volume and rate of crime offenses for the nation, the states, and individual agencies. This report also includes arrest and clearance data. Distinguishing between crimes committed against persons and those committed against property greatly facilitates the process of scoring offenses. In the UCR Program, the offenses of criminal homicide, forcible rape, and aggravated assault are considered Violent Crimes and are against the person. For these crimes, one offense is counted for each victim. Robbery, burglary, larceny-theft, motor vehicle theft, and arson are crimes against property. For these crimes, one offense is counted for each distinct operation or attempt, except in the case of motor vehicle theft for which one offense is counted for each stolen vehicle and one offense for each attempt to steal a motor vehicle.

*Clearance Rate*- A law enforcement agency reports that an offense is cleared by arrest when all of the following three conditions have been met for at least one person: arrested, charged with the commission of the offense and turned over to the court for prosecution

<b>Measurement/Goal</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Citizens' Overall Satisfaction	NA	87%	NA	NA
Violent Crimes per 1,000 population	2.46%	2.65%	2.15%	NA
Property Crimes per 1,000 population	19.79%	19.99%	18.14%	NA
CID Case Clearance Rate (Cases Closed vs. Cases Assigned)	43%	40%	38%	NA
Number of Assigned Cases	894	966	636	NA
Number of Dispatched Calls Not Including Officer Initiated Activity	19,399	20,229	15,820	NA
Cost per Dispatched Call (Not Including Officer Initiated Activity)	\$633	\$655	\$656	NA
Number of Dispatched Calls Including Officer Initiated Activity	46,682	53,732	46,517	NA
Cost per Dispatched Call (Including Officer Initiated Activity)	\$263	\$245	\$223	NA
Average Emergency Response Time (includes calls classified as "Priority Three")	4:56	5:11	5:10	NA
Average Non-Emergency Response Time	10:11	10:28	10:01	NA



## Sustainable Franklin

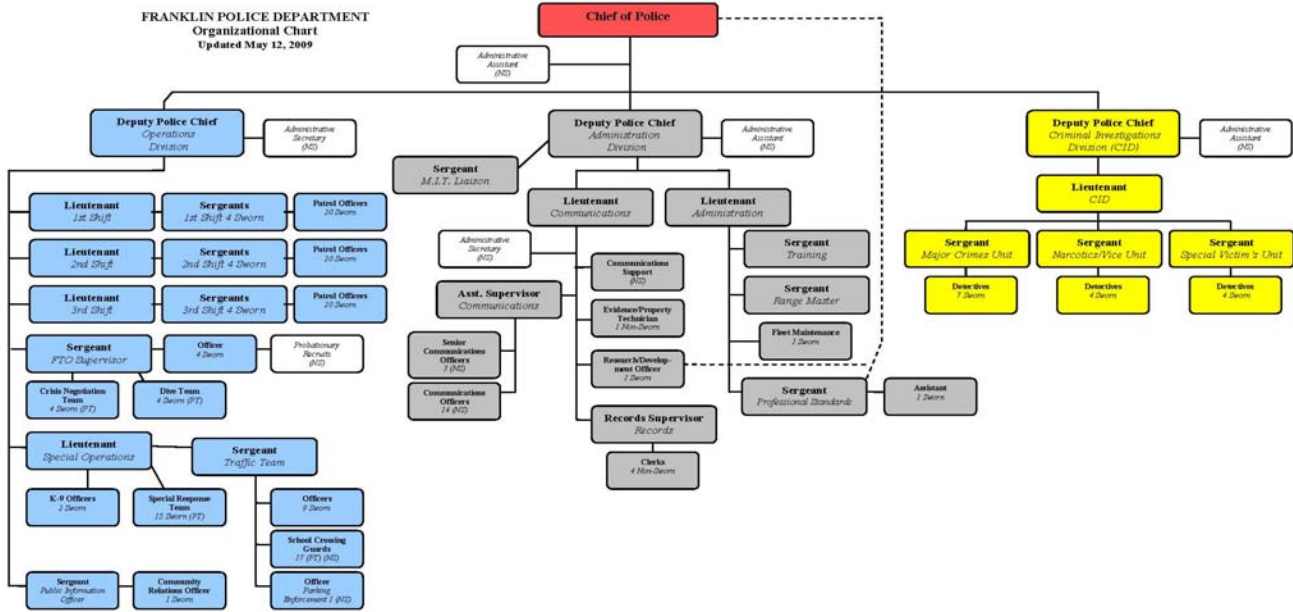
The Police Department utilizes an electric vehicle for parking enforcement in the Downtown area, Segways for special events, and motorcycles as part of its fleet.

## 2009-2010 Outlook

In an effort to be fiscally responsible during this recent economic downturn, the department will leave unfunded nine currently authorized positions. These positions will consist of seven uniformed officers and two detectives. These unfunded positions will result in a decrease in salaries and wages in fiscal year 2010 when compared to fiscal year 2009. This leaves five officer vacancies funded from January 2010 to be filled. The department is not requesting any new positions, reclassifications, or promotions in the upcoming fiscal year.

Currently, Communications is short eight dispatchers for this fiscal year (FY 2009-2010). Three of these vacancies will be unfunded, which leaves five positions to be filled.

# Staffing by Position



FPD FORM # 42, Revised 5/09

City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund - Police  
 Personnel by Position

Position	Pay	FY 2009		FY 2010		Not-Funded
	Grade	Full-Time	Part-Time	Full-Time	Part-Time	
<b>SWORN OFFICERS:</b>						
Police Chief	25	1	0	1	0	0
Police Deputy Chief	23	3	0	3	0	0
Police Lieutenant	19	7	0	7	0	0
Police Sergeant	17	20	0	20	0	0
Police Officers *	13	95	0	95	0	7
Police Officer (Research & Dev)	13	1	0	1	0	0
Detective	15	18	0	18	0	2
<b>ADMIN &amp; COMMUNICATIONS:</b>						
Communications Supervisor	17	0	0	0	0	0
Asst Communications Supervisor	14	1	0	1	0	0
Records Supervisor	14	1	0	1	0	0
Evidence Technician	12	1	1	1	1	0
Sr. Communications Officer	12	3	0	3	0	0
Administrative Assistant	12	3	0	3	0	0
Comm Center Support Coord	12	1	0	1	0	0
Communications Officer	11	14	0	14	0	3
Administrative Secretary	10	2	0	2	0	0
Records Clerk	9	4	0	4	0	1
Parking Enforcement Officer	7	1	0	1	0	0
School Patrol (Part-Time)	---	0	17	0	17	0
<b>TOTALS</b>		<b>176</b>	<b>18</b>	<b>176</b>	<b>18</b>	<b>13</b>

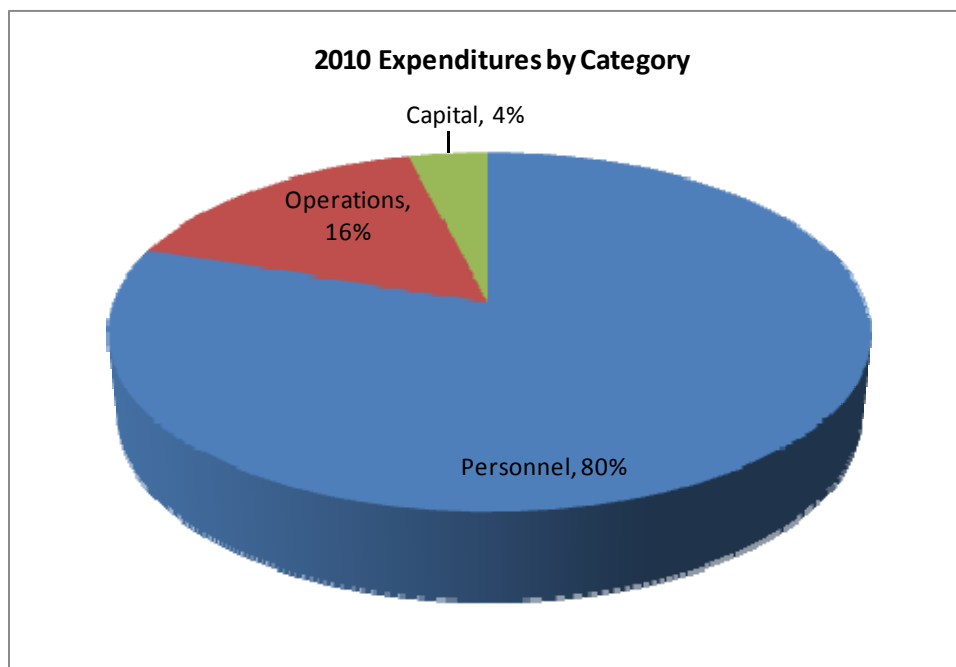
Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Seven (7) Police Officers unfunded in 2010					
Two (2) Detectives unfunded in 2010					
Three (3) Communications Officers unfunded in 2010					
One (1) Record Clerk unfunded in 2010					
Five (5) Police Officers funded for 1/2 year					
One (1) Admin Secretary funded for 1/2 year					

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

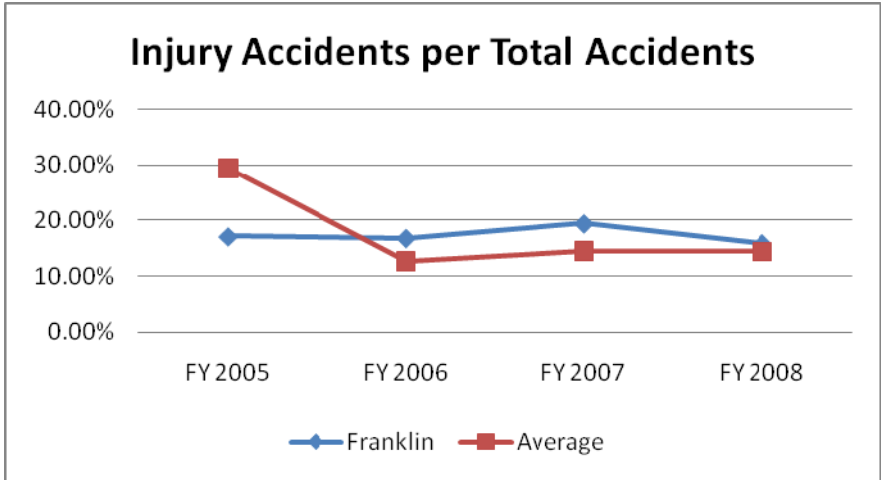
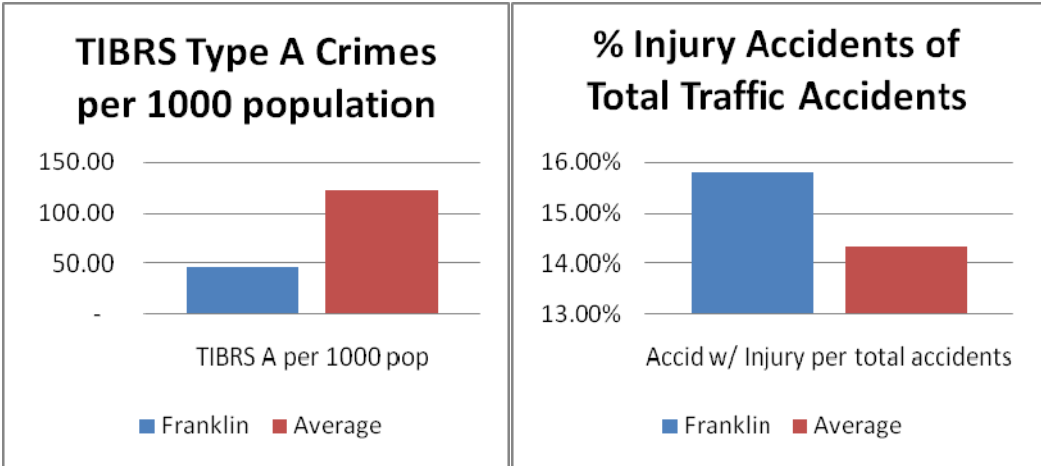
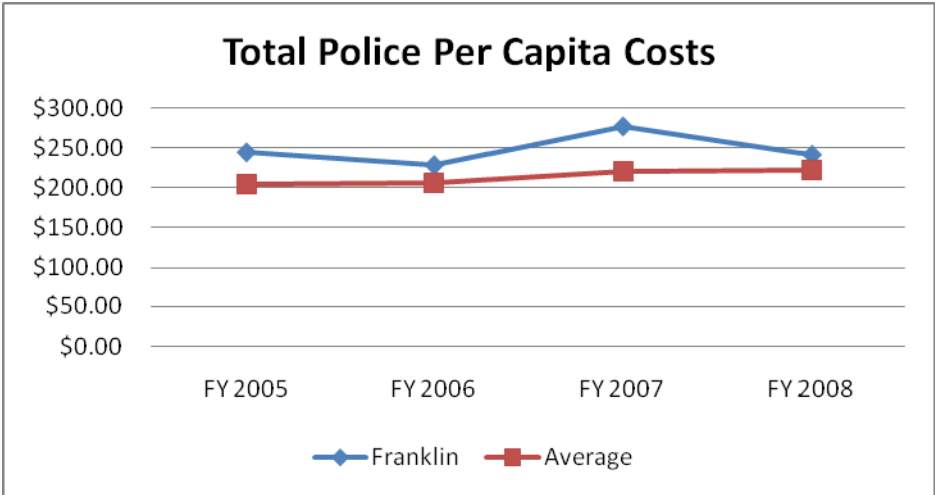


# General Fund Police

110 42100		GENERAL FUND POLICE DEPARTMENT				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	6,679,468	7,297,660	8,399,720	7,790,000	8,004,038
81400	Employee Benefits	3,245,556	3,291,494	3,526,854	3,486,474	3,815,369
	Total Personnel	9,925,024	10,589,154	11,926,574	11,276,474	11,819,407
<b>OPERATIONS</b>						
82100	Transportation Charges	6,254	10,325	26,600	27,000	27,000
82200	Operating Services	81,551	98,804	107,100	84,511	83,500
82300	Notices, Subscriptions, Publicity	79,330	78,321	108,940	64,940	76,700
82400	Utilities	258,177	278,122	278,500	234,940	335,750
82500	Contractual Services	132,990	126,519	130,000	133,000	130,000
82600	Repair & Maintenance Services	190,782	118,379	216,500	236,500	226,500
82700	Employee Programs	171,512	216,077	380,400	261,000	273,000
82800	Professional Development/Travel	29,000	22,585	40,485	37,335	37,335
83100	Office Supplies	38,769	42,750	41,500	41,500	41,500
83200	Operating Supplies	327,013	308,342	387,925	277,375	294,500
83300	Fuel & Mileage (Non-Travel)	225,748	326,843	353,400	342,300	236,700
83500	Equipment (<\$10,000)	100,927	175,630	124,250	89,650	170,090
83600	Repair & Maintenance Supplies	3,732	2,345	12,500	4,000	13,000
84000	Operational Units	97,707	124,769	207,215	210,236	152,600
85100	Property & Liability Costs	158,701	131,223	199,500	186,000	222,500
85200	Rentals	98	294	0	3,475	94,753
85300	Permits & Fees	250	0	0	20	20
85500	Financial Fees	0	0	0	51	50
85900	Other Business Expenses	7,787	12,209	(1,032,763)	25,000	12,000
	Total Operations	1,910,328	2,073,538	1,582,052	2,258,833	2,427,498
<b>CAPITAL</b>						
89200	Buildings	0	4,123	0	0	0
89500	Equipment (>\$10,000)	449,605	513,708	991,800	978,091	631,398
	Total Capital	449,605	517,830	991,800	978,091	631,398
<b>TOTAL POLICE BUDGET</b>		12,284,957	13,180,522	14,500,426	14,513,397	14,878,303



# MTAS Benchmarking Program



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

# Drug Fund

140 42100		DRUG FUND POLICE				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance	295,536	381,490	257,521	257,521	446,840
35110	Drug Fines	79,345	65,538	80,000	80,000	80,000
35200	Confiscated Goods (Federal)	198,357	42,829	100,000	100,000	100,000
35210	Confiscated Goods (State)	5,556	3,897	25,000	25,000	25,000
36100	Interest Income	8,932	5,203	3,000	3,000	3,000
	<b>Total Available Funds</b>	<b>587,726</b>	<b>498,957</b>	<b>465,521</b>	<b>465,521</b>	<b>654,840</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	869	635	600	0	1,760
82300	Notices, Subscriptions, Publicity	172	0	0	0	0
82400	Utilities	3,531	12,488	0	0	0
82600	Repair & Maintenance Services	1,740	206	0	0	0
82700	Employee Programs	6,291	11,586	0	0	0
82800	Professional Development/Travel	5,675	143	0	0	0
83100	Office Supplies	2,253	468	0	0	1,000
83200	Operating Supplies	34,723	36,441	0	0	0
83300	Fuel & Mileage (Non-Travel)	0	46	0	0	0
83500	Equipment (<\$10,000)	6,140	3,987	0	0	2,450
84000	Operational Units	39,969	49,950	73,000	7,080	50,000
85200	Rentals	0	0	0	0	0
85300	Permits & Fees	0	5,023	0	0	0
85900	Other Business Expenses	43,103	38,750	0	11,600	20,000
	<b>Total Operations</b>	<b>144,466</b>	<b>159,722</b>	<b>73,600</b>	<b>18,680</b>	<b>75,210</b>
<b>CAPITAL</b>						
89500	Equipment (>\$10,000)	61,770	81,715	0	0	15,000
	<b>Total Capital</b>	<b>61,770</b>	<b>81,715</b>	<b>0</b>	<b>0</b>	<b>15,000</b>
	<b>Total Expenditures</b>	<b>206,236</b>	<b>241,436</b>	<b>73,600</b>	<b>18,680</b>	<b>90,210</b>
<b>Total Unallocated Funds</b>		<b>381,490</b>	<b>257,521</b>	<b>391,921</b>	<b>446,840</b>	<b>564,630</b>

# Fire

*Rocky Garzarek, Fire Chief*

The Franklin Fire Department develops, organizes, equips and maintains the capability to deliver exceptional service to calls for help, anywhere in our City's 41.28 square miles, in 4:30 minutes or less (on average). We also provide mutual aid to surrounding communities when needs arise.

<b>Measurement/Goal</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Goal - To maintain an average first unit response time (from receipt of dispatch to arrival) of four minutes or less to 90% of all emergency incidents.				
Average Response Time	4:07 minutes	4:00 minutes	NA	NA
Goal - To confine the fire to the room of origin for 90% of all structure fire incidents				
	81%	83%	NA	NA
Goal - To deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements.				
	80%	80% for EMT 53% for Paramedic	NA	NA
Goal - To deliver adequate in-house fire suppression training to all personnel that enables each to meet the Tennessee Commission on Firefighting's 40-hour In-service Training Program				
	100% offered 98% Personnel Attended	100% offered 99% Personnel Attended	100% Offered Not Projected	NA



## Sustainable Franklin

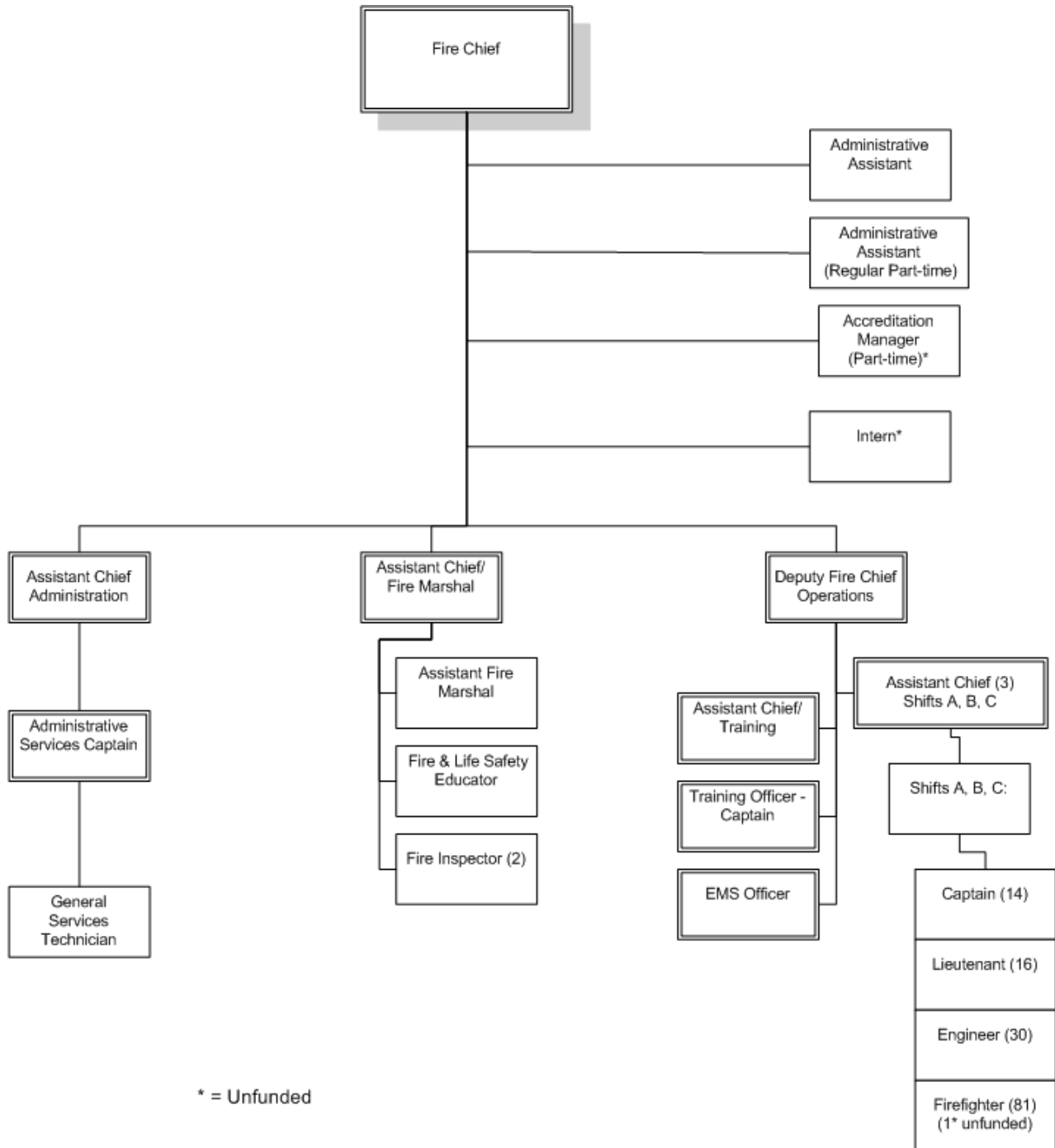
The Fire Department helps to promote “Green” by reducing the number of documents printed. The Department also participates in recycling of plastics and aluminum beverage containers, as well as paper products, and has incorporated LED lighting into the specification requirements for new apparatus.

## 2009-2010 Outlook

The Fire Department remains well aware of the current economic situation and keeps abreast of its future predictions. With this in mind, we have put forth what we believe to be a responsible and absolute "bare bones" budget. This begins with our personnel submittal that eliminates funding for an Accreditation Manager and an intern, both of which while funded in FY09, were not filled. In addition, it eliminates funding for one currently vacant firefighter position. Overtime request is \$110,000 less than the previous year. Additional incentive pay funding in the amount of \$34,200 has been requested to compensate personnel who will be achieving Paramedic or EMT certification.

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

# Staffing by Position



City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund - Fire  
 Personnel by Position

Position	Pay	FY 2009		FY 2010		Not Funded
	Grade	Full-Time	Part-Time	Full-Time	Part-Time	
Fire Chief	25	1	0	1	0	0
Fire Deputy Chief	23	1	0	1	0	0
Assistant Chief/Administration	21	1	0	1	0	0
Assistant Chief/ Shift Commander	21	3	0	3	0	0
Assistant Chief/Training	21	1	0	1	0	0
Assistant Chief/ Fire Marshal	21	1	0	1	0	0
EMS Officer	20	1	0	1	0	0
Administrative Services Officer	20	1	0	1	0	0
Training Officer (Captain)	TBD	0	0	1	0	0
Training Officer (Captain)	19	1	0	0	0	0
Fire Captain	19	14	0	14	0	0
Fire Lieutenant	17	16	0	16	0	0
Assistant Fire Marshal (Lt.)	17	1	0	1	0	0
Fire & Life Safety Educator	17	1	0	1	0	0
Fire Inspector	16	2	0	2	0	0
Fire Engineer	15	30	0	30	0	0
Firefighter	13	81	0	81	0	1
Administrative Assistant	12	1	0	1	0	0
Administrative Assistant (Part-Time)	12	0	1	0	1	0
General Services Technician	TBD	0	0	1	0	0
General Services Technician	9	1	0	0	0	0
Intern	---	0	1	0	1	1 PT
Accreditation Manager	---	0	1	0	1	1 PT
<b>TOTALS</b>		<b>158</b>	<b>3</b>	<b>158</b>	<b>3</b>	<b>3</b>

Narrative of Personnel Changes	New Position		Reclassification		Pay Grade (if reclassification creates new job title)
	Title	Pay Grade	From Job Title	To Job Title	
General Services Technician		9			10 (estimated)
Training Officer - Captain		19			20 (estimated)
One (1) Firefighter unfunded in 2010					
Intern unfunded in 2010					
Accreditation Manager (part-time) unfunded in 2010					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

## Budget Notes/Objectives

Operational request shows a decrease of 19.27%. Certain increases were necessary to cover the costs associated with Fire Station 6. Reductions were seen resulting from various initiatives such as, grant awards; elimination of travel expenses; elimination of training opportunities, fuel hedging; and most of all in decreased costs associated with increased utilization of fleet maintenance for our suppression apparatus.

Biggest reductions (\$550,000) have been seen in the elimination of all capital requests that were not critical to firefighter safety, or needed to provide an increase in our care of the sick and injured.

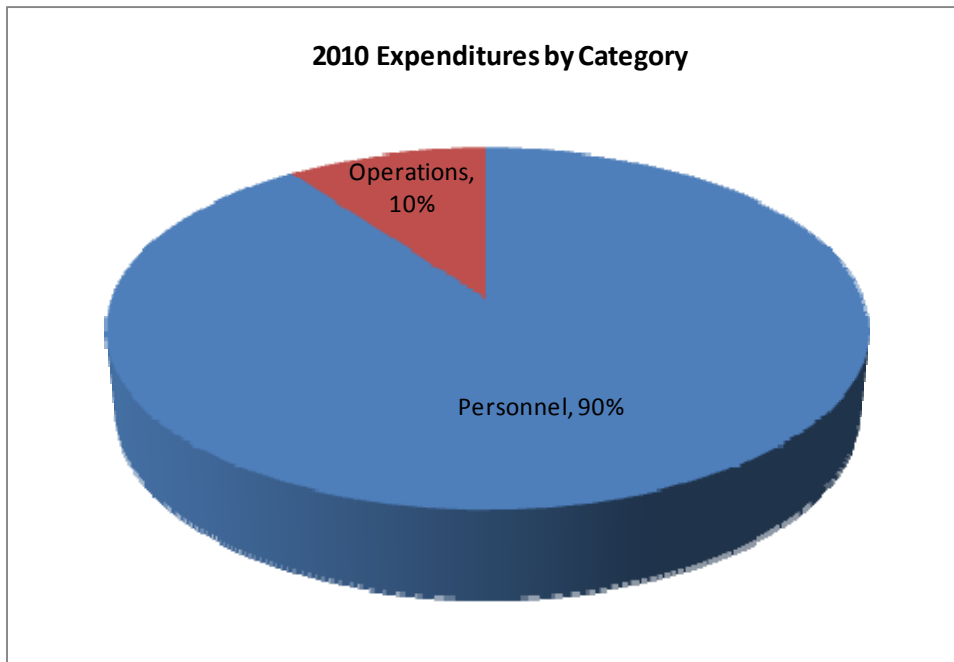


# General Fund Fire

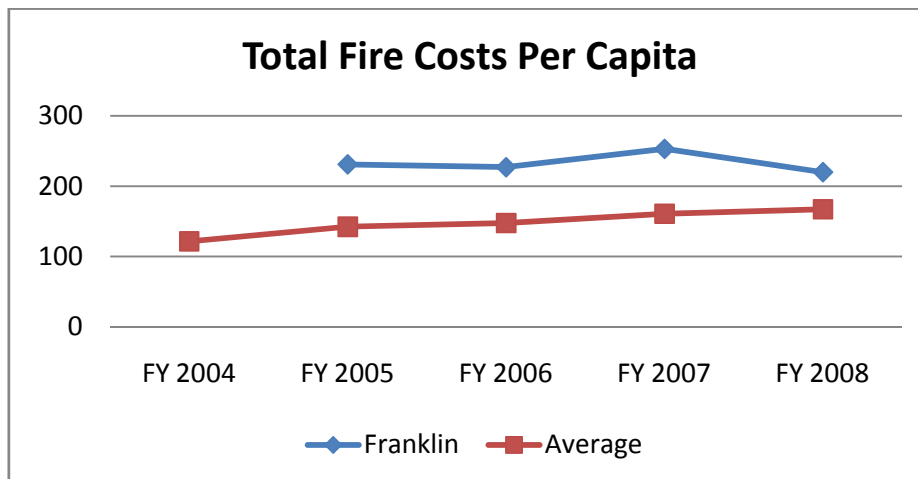
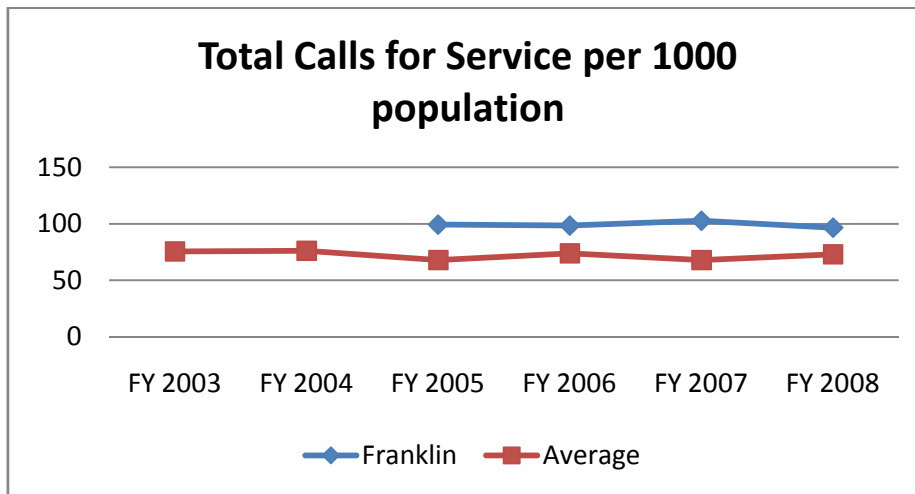
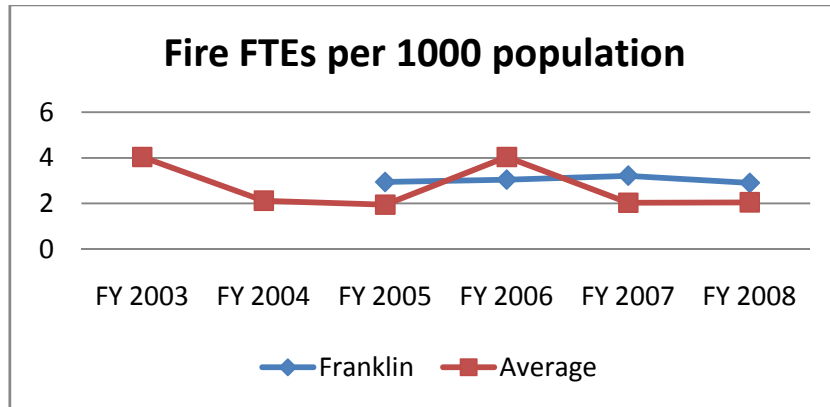
110  
42200

GENERAL FUND  
FIRE DEPARTMENT

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	6,608,922	7,202,134	7,589,910	7,590,000	7,259,181
81400 Employee Benefits	3,374,337	3,447,718	3,490,322	3,490,322	3,678,291
Total Personnel	9,983,259	10,649,852	11,080,232	11,080,322	10,937,472
<b>OPERATIONS</b>					
82100 Transportation Charges	2,397	2,877	2,890	1,400	2,150
82200 Operating Services	75,575	103,032	91,730	68,529	89,870
82300 Notices, Subscriptions, Publicity	17,648	23,317	27,400	23,624	35,750
82400 Utilities	176,153	215,329	243,630	242,648	231,850
82500 Contractual Services	35,658	5,735	30,548	6,050	28,750
82600 Repair & Maintenance Services	289,428	322,600	343,445	301,550	256,250
82700 Employee Programs	14,326	20,811	69,925	50,172	67,320
82800 Professional Development/Travel	37,814	47,044	39,910	22,262	24,355
83100 Office Supplies	11,565	15,627	13,500	12,800	14,540
83200 Operating Supplies	168,154	209,105	230,485	144,144	84,895
83300 Fuel & Mileage (Non-Travel)	69,871	103,624	96,900	96,500	52,100
83500 Equipment (<\$10,000)	45,685	172,379	103,667	92,200	122,050
83600 Repair & Maintenance Supplies	71,234	75,055	75,500	54,400	62,750
84000 Operational Units	5,075	1,283	9,000	309	3,000
85100 Property & Liability Costs	105,108	894,664	129,396	113,040	129,909
85200 Rentals	459	1,234	1,000	0	500
85300 Permits & Fees	292	1,325	2,386	0	0
85500 Financial Fees	0	39	0	0	0
85900 Other Business Expenses	(149)	(10)	(270,000)	0	0
Total Operations	1,126,293	2,215,072	1,241,312	1,229,628	1,206,039
<b>CAPITAL</b>					
89100 Land	0	0	0	0	0
89200 Buildings	62,820	6,980	101,115	3,500	0
89500 Equipment (>\$10,000)	1,512,435	185,489	878,019	789,104	45,000
Total Capital	1,575,255	192,469	979,134	792,604	45,000
<b>TOTAL FIRE BUDGET</b>	<b>12,684,807</b>	<b>13,057,393</b>	<b>13,300,678</b>	<b>13,102,554</b>	<b>12,188,511</b>



## MTAS Benchmarking Program



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



HISTORIC  
FRANKLIN  
TENNESSEE

## **PUBLIC WORKS**

**Public Works & Utilities comprises the Streets, Solid Waste, Stormwater and Water/Wastewater departments.**

**Please note: The Water/Wastewater Department's financial plan is included in a separate budget document. It is the City's only proprietary fund (where user charges and fees typically cover the cost of the services provided),**

# Streets

*Joe York, Director*

The Streets Department was established as a separate department in 1987. The current location of the maintenance facility is 108 Southeast Parkway. Infrastructure improvement has been a strong focus for the City of Franklin Streets Department. Improvements include an Annual Paving Program, Roadway and Drainage improvements, ongoing Sidewalk Improvement project, and Traffic Signal upgrades. The Streets Department consists of three divisions: Maintenance, Traffic, and Stormwater.

The Streets Department Sign shop manufactures and installs the signs for all intersections in the City of Franklin, as well a special event signs, street name signs, signs requested and needed by other departments, all street signs meeting M.U.T.C.D. regulations, and various other forms of signage utilized by the City. The Sign Shop manufactured the new City logo in decals for vehicles and banners. The Sign Shop also manages the removal of all graffiti in all areas of the City.

In-house sign manufacturing is a cost-reducer and time saver; for example, the Downtown area required new parking signs when the parking time limit was reduced. Seventy signs had to be made and installed within a two-day period. If these signs had been ordered from an outside vendor, the delivery time would have been at least a three or four week timeframe.

<b>Measurement/Goal</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Cost to pave Streets*	\$1,019,611.90	\$1,026,826.02	
Cost to repair sidewalks	\$ 87,294.50	\$88,535.01	
Number of Signs Produced/Cost per Sign			
Stop Signs	70/\$37.70		
Speed Limit Signs	30/\$24.39		
Street Name Signs	100/\$20.26		
Parking Signs	90/\$9.14		
Yield Signs	20/\$39.62		

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



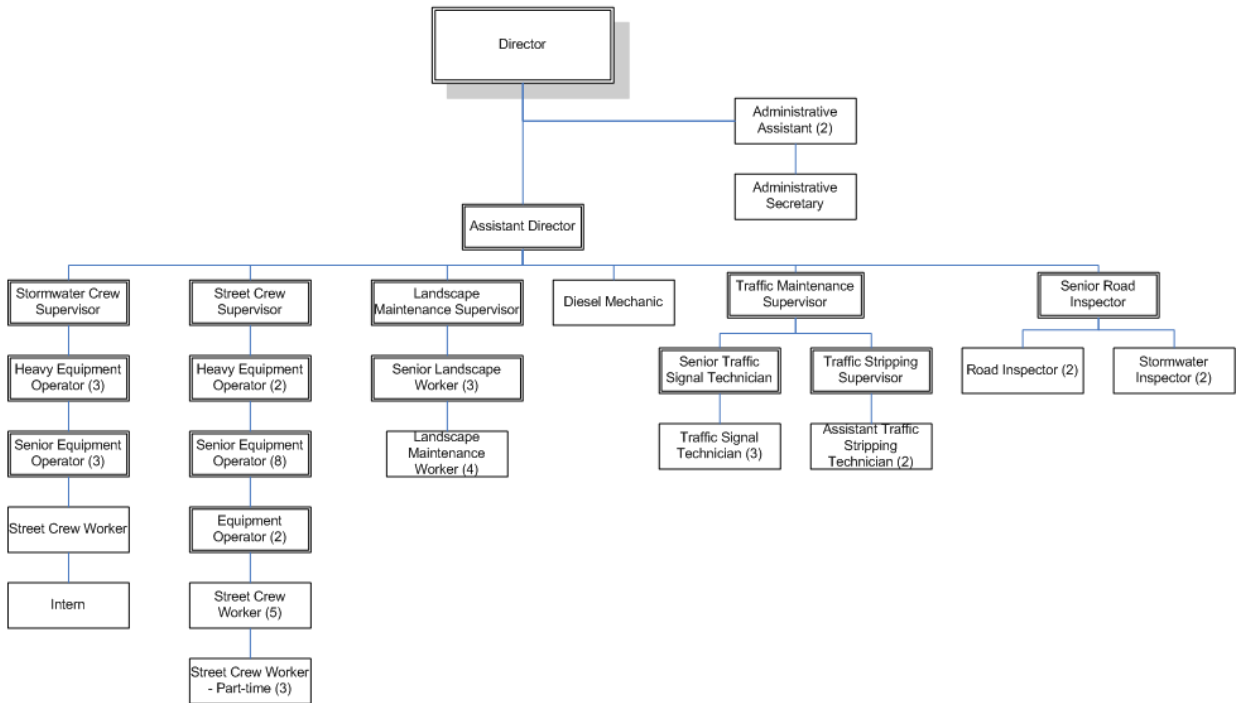
## Sustainable Franklin

The Streets Department began a composting program in June of 2008 with an idea from a few of the city's employees from a project they worked on for the Municipal Management Academy. The composting is done at the old City landfill on Lula Lane.

# Staffing by Position

## Streets Department City of Franklin, TN

FY 2010 - Approved



*Stormwater Crew Supervisor and staff and Stormwater Inspector included in Stormwater Personnel*

*Traffic Maintenance Supervisor and staff included in Traffic Personnel*

**City of Franklin  
2009-2010 Fiscal Year Budget  
General Fund - Streets-Maintenance Division  
Personnel by Position**

Position	Pay Grade	FY 2009		FY 2010	
		Full-Time	Part-Time	Full-Time	Part-Time
Street Director	24	1	0	1	0
Assistant Director	22	1	0	1	0
Senior Road Inspector	17	1	0	1	0
Road Inspector	16	2	0	2	0
Landscape Maint Supervisor	16	1	0	1	0
Diesel Mechanic	14	1	0	1	0
Street Crew Supervisor	14	2	0	2	0
Administrative Assistant	12	2	0	2	0
Landscape Maint Worker Sr	12	3	0	3	0
Heavy Equipment Operator	12	2	0	2	0
Sr. Equipment Operator	11	8	0	8	0
Administrative Secretary	10	0	1	1	0
Landscape Maint Worker	9	4	0	4	0
Equipment Operator	9	2	0	2	0
Street Crew Worker	8	5	2	5	3
	<b>TOTALS</b>	<b>35</b>	<b>3</b>	<b>36</b>	<b>3</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Reclassification of Administrative Secretary from Part-Time to Full-Time			Administrative Secretary - Part-Time	Administrative Secretary - Full-Time	10
3 Part-Time Street Crew Workers (from 2 in 2009)		8			

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

City of Franklin  
 2009-2010 Fiscal Year Budget  
 General Fund - Streets-Traffic Division  
 Personnel by Position

Position	Pay Grade	FY 2009		FY 2010	
		Full-Time	Part-Time	Full-Time	Part-Time
<b>TRAFFIC DIVISION:</b>					
Traffic Maint Supervisor	18	1	0	1	0
Sr. Traffic Signal Technician	16	1	0	1	0
Traffic Signal Technician	14	3	0	3	0
Traffic Striping Supervisor	TBD	0	0	1	0
Traffic Striping Technician	14	1	0	0	0
Asst Traffic Striping Technician	12	2	0	2	0
	<b>TOTALS</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>0</b>

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

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications



**City of Franklin**  
**2009-2010 Fiscal Year Budget**  
**Stormwater Fund-Streets**  
**Personnel by Position**

Position	Pay	FY 2009		FY 2010	
	Grade	Full-Time	Part-Time	Full-Time	Part-Time
Stormwater Mgmt Coordinator	20	1	0	1	0
Stormwater Inspector	16	2	0	2	0
Stormwater Supervisor	14	1	0	1	0
Heavy Equipment Operator	12	3	0	3	0
Equipment Operator Sr	11	3	0	3	0
Street Crew Worker	8	1	0	1	0
Intern	---	0	1	0	1
	<b>TOTALS</b>	<b>11</b>	<b>1</b>	<b>11</b>	<b>1</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Note: Stormwater Coordinator position listed above is included in organization chart of the Engineering Department.					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications

## Budget Notes/Objectives

### *Maintenance Division*

The Streets Department Maintenance Division currently maintains 270 miles of City streets and roadways. The Street Dept. administers a 10-12 year resurfacing cycle, with an estimated cost of 2.3 to 2.8 million dollars per year.

The sidewalk, and curb & gutter replacement program is included in the Maintenance Division. Funds for this program have been appropriated as follows: \$25,000 for downtown Main Street sidewalks; \$75,000 for miscellaneous sidewalk improvements throughout the City; \$40,000 for curb & gutter.

Overall, Streets Maintenance Operations budget is up 7%, largely due to \$800,000 budgeted for Street Light Maintenance and Repair. The previously budgeted figure appears to have been low, considering the number of lights recently installed, under construction, and annexed into the City.

Per Finance, funds in the amount of \$68,000 were moved from State Street Aid to Street Maintenance for pothole repair and maintenance.

Streets Maintenance has requested one new position, an Administrative Secretary, PG 10 to perform multiple tasks associated not only with Streets Maintenance, but the Traffic Division, striping personnel, inspectors, etc.

#### Cost Saving/Goal:

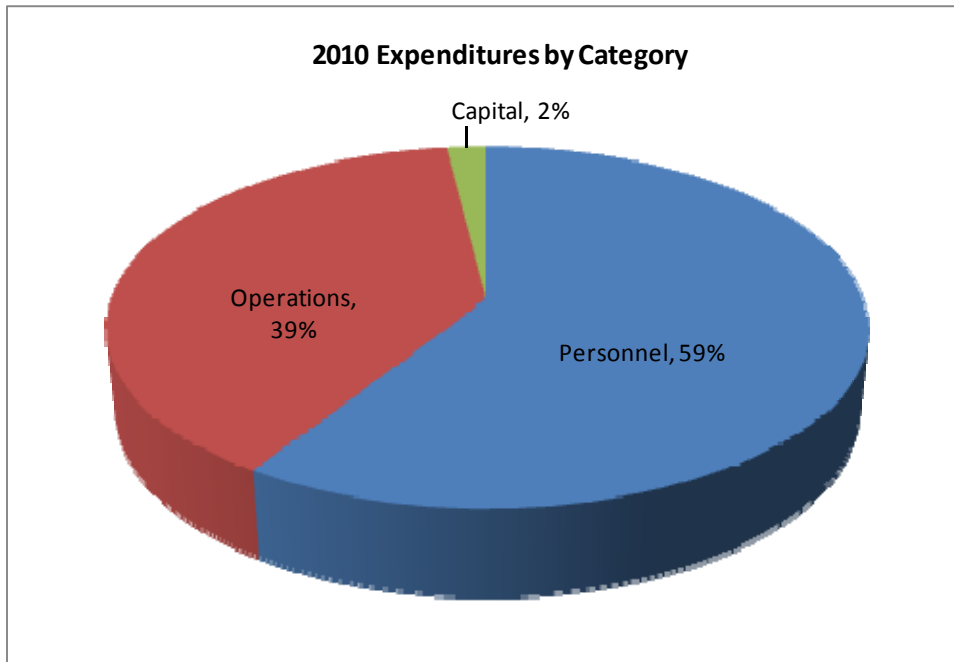
Due to the implementation of the composting facility, landfill expenses, fuel costs, wear and tear on vehicles, etc. have been eliminated. It is our intent to continue this effort in the future.

# General Fund Streets Department Maintenance Division

110  
43100

GENERAL FUND  
STREETS-Maintenance Division

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	1,203,776	1,379,001	1,395,240	1,395,240	1,369,688
81400 Employee Benefits	697,512	758,240	730,667	730,667	766,018
Total Personnel	1,901,288	2,137,241	2,125,907	2,125,907	2,135,706
<b>OPERATIONS</b>					
82100 Transportation Charges	260	1,333	900	335	600
82200 Operating Services	12,509	15,859	26,500	18,150	25,250
82300 Notices, Subscriptions, Publicity	3,270	3,507	4,200	1,800	3,500
82400 Utilities	39,256	39,043	686,000	799,300	842,000
82500 Contractual Services	18,427	10,013	18,000	11,000	8,000
82600 Repair & Maintenance Services	45,855	1,204,448	226,000	225,500	193,000
82700 Employee Programs	69	2,352	5,000	3,000	5,000
82800 Professional Development/Travel	3,753	8,239	11,000	2,200	1,000
83100 Office Supplies	7,740	10,139	12,000	8,600	10,000
83200 Operating Supplies	25,345	34,749	48,000	57,000	49,000
83300 Fuel & Mileage (Non-Travel)	81,369	117,756	142,500	145,000	63,500
83500 Equipment (<\$10,000)	23,042	9,844	53,000	43,300	31,000
83600 Repair & Maintenance Supplies	96,295	115,282	103,000	172,500	153,000
84000 Operational Units	6,727	1,420	14,000	5,000	5,000
85100 Property & Liability Costs	32,708	3,895	35,539	35,539	35,539
85200 Rentals	1,933	2,536	5,000	3,500	5,000
85300 Permits & Fees	365	256	500	150	500
85900 Other Business Expenses	3,016	15	(195,110)	0	0
Total Operations	401,939	1,580,684	1,196,029	1,531,874	1,430,889
<b>CAPITAL</b>					
89100 Land	0	9,095	0	0	0
89200 Buildings	54,623	51,759	205,000	23,000	0
89400 Infrastructure	780,881	2,650	0	0	0
89500 Equipment (>\$10,000)	349,304	317,094	242,000	148,890	68,000
Total Capital	1,184,808	380,597	447,000	171,890	68,000
<b>Total Streets-Maintenance Division</b>	<b>3,488,035</b>	<b>4,098,523</b>	<b>3,768,936</b>	<b>3,829,671</b>	<b>3,634,595</b>



## Budget Notes/Objectives

### *Traffic Division*

The Streets Department Traffic Division currently maintains 90 signalized intersections within the City of Franklin. All signal heads are equipped with LED lenses.

Traffic Division personnel also maintain downtown decorative street lights, City school flashers, and electronic pedestrian crosswalks.

Utilizing the sign design and production system, in-house personnel currently produce all regulatory, warning, and guide signs within the City. Signs and banners are also designed and produced in-house for the Parks, Solid Waste, and Police Depts. The design system has commercial grade printing capabilities, and will be instrumental in the production of the new “Wayfinding” signs.

Reclassification of Traffic Striping Technician to Traffic Striping Supervisor, due to employee currently performing duties that reflect those of a supervisor.

#### Goal:

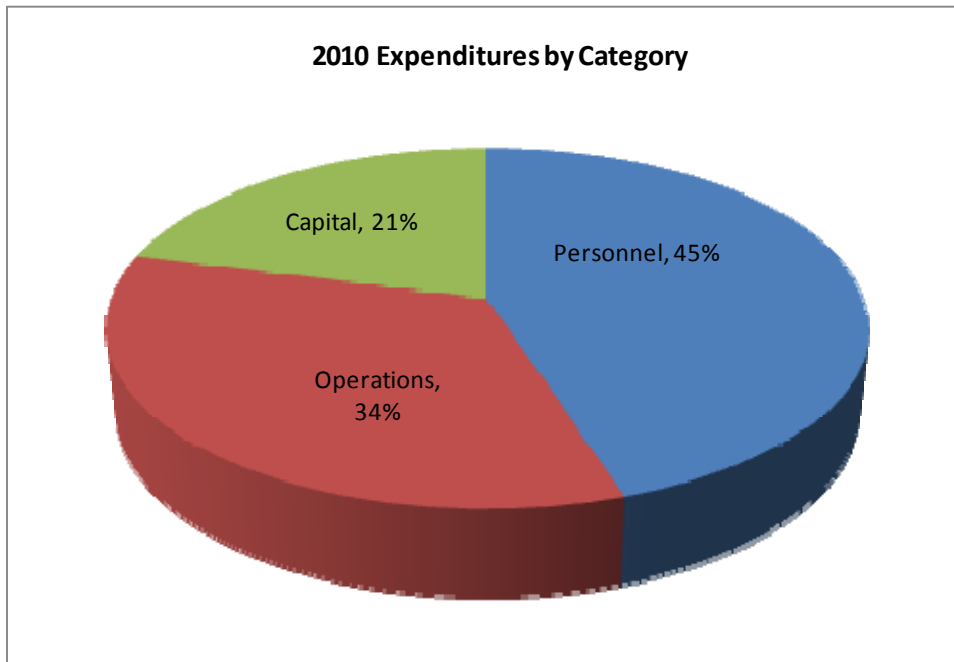
We will utilize current monies to begin a pilot program that will verify cost savings by changing out a portion of non-incandescent lighting within the downtown area to LED bulbs.

# General Fund Streets Department Traffic Division

110  
43110

GENERAL FUND  
STREETS-Traffic Division

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	296,115	309,055	363,793	363,793	355,315
81400 Employee Benefits	177,603	171,784	193,807	193,807	200,326
<b>Total Personnel</b>	<b>473,718</b>	<b>480,839</b>	<b>557,600</b>	<b>557,600</b>	<b>555,641</b>
<b>OPERATIONS</b>					
82100 Transportation Charges	34	60	500	500	600
82200 Operating Services	0	177	750	1,100	1,500
82300 Notices, Subscriptions, Publicity	332	176	1,000	1,400	1,100
82400 Utilities	2,179	1,945	93,000	99,100	101,500
82500 Contractual Services	0	0	1,250	0	750
82600 Repair & Maintenance Services	1,103	20,977	85,250	29,750	32,250
82700 Employee Programs	0	110	4,500	1,000	3,000
82800 Professional Development/Travel	459	5,948	7,500	8,350	11,950
83100 Office Supplies	472	619	1,000	750	1,000
83200 Operating Supplies	1,779	3,628	5,000	3,150	5,500
83300 Fuel & Mileage (Non-Travel)	7,270	11,247	9,025	12,000	9,500
83500 Equipment (<\$10,000)	18,956	6,216	14,000	7,500	18,000
83600 Repair & Maintenance Supplies	134,368	243,359	204,000	196,624	213,000
85100 Property & Liability Costs	4,163	9,060	11,273	12,840	12,840
85200 Rentals	0	225	1,500	0	500
85300 Permits & Fees	0	22	0	50	150
85900 Other Business Expenses	0	2,372	(101,132)	0	2,000
<b>Total Operations</b>	<b>171,115</b>	<b>306,142</b>	<b>338,416</b>	<b>374,114</b>	<b>415,140</b>
<b>CAPITAL</b>					
89200 Buildings	57	0	0	0	0
89400 Infrastructure	11,957	116,798	147,000	147,000	231,000
89500 Equipment (>\$10,000)	29,720	282,541	195,000	58,552	26,000
<b>Total Capital</b>	<b>41,734</b>	<b>399,339</b>	<b>342,000</b>	<b>205,552</b>	<b>257,000</b>
<b>Total Streets-Traffic Division</b>	<b>686,567</b>	<b>1,186,320</b>	<b>1,238,016</b>	<b>1,137,266</b>	<b>1,227,781</b>



## Budget Notes/Objectives

### *Stormwater Fund*

The Streets Department Stormwater Division performs routine maintenance procedures, as well as small repairs and upgrades to failing systems. These activities are currently performed daily. Our storm sewer truck is continuously cleaning driveway culverts, stormwater drainage pipe, and structures.

The Stormwater Division consists of 11 employees: 1 coordinator; 2 stormwater inspectors; 1 foreman; & 7 maintenance personnel.

In FY 09-10, Stormwater salaries show a considerable increase. This increase is due to a percentage of salaries from the Streets Director, Asst. Streets Director, and the Senior Road Inspector. The street sweepers fuel, repair and maintenance services, repair and maintenance supplies, and some capital equipment have been transferred from the Maintenance Division to the Stormwater Division to better reflect the actual amount of monies expended through this division. This restructuring is consistent with many municipalities under Phase II, MS4.

#### Goal:

We will complete the mapping of all storm drainage pipe and structures. This task will be performed with in-house staff, and budgeted GPS equipment. The GPS unit will also be utilized by the Stormwater Coordinator for stream monitoring purposes.

# Stormwater Fund Streets Department

135 STORMWATER FUND		Actual	Actual	Budgeted	Estimated	Budgeted
43120 STREET-Stormwater Management Division		2007	2008	2009	Actual 2009	2010
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance	1,640,902	2,255,948	3,573,362	3,573,362	4,884,164
32900	Stormwater Permit Fees	8,220	8,800	11,680	11,680	11,680
34300	Stormwater Fees	1,876,338	1,928,746	2,032,000	2,032,000	2,032,000
35500	Stormwater Fines	0	0	0	0	0
35510	Stormwater Late Pay Penalties	28,979	22,112	20,000	20,000	20,000
36100	Interest Income	48,869	39,917	20,000	20,000	20,000
36710	Sale of Rain Barrels	0	0	0	0	0
37100	Transfer from General Fund	0	0	0	0	0
	<b>Total Available Funds</b>	<b>3,603,308</b>	<b>4,255,523</b>	<b>5,657,042</b>	<b>5,657,042</b>	<b>6,967,844</b>
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	310,340	284,687	399,672	399,672	407,460
81400	Employee Benefits	219,938	164,354	221,889	221,889	227,212
	<b>Total Personnel</b>	<b>530,278</b>	<b>449,041</b>	<b>621,561</b>	<b>621,561</b>	<b>634,672</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	142	32	10,750	50	550
82200	Operating Services	2,396	4,242	4,000	2,250	3,250
82300	Notices, Subscriptions, Publicity	7,822	2,981	14,000	500	13,650
82400	Utilities	6,153	6,101	12,100	7,750	8,500
82500	Contractual Services	203,660	37,201	18,816	8,000	10,000
82600	Repair & Maintenance Services	2,107	7,041	11,000	5,500	10,000
82700	Employee Programs	0	1,299	1,500	1,300	1,300
82800	Professional Development/Travel	6,146	3,418	17,500	2,500	11,315
83100	Office Supplies	107	46	1,000	150	750
83200	Operating Supplies	10,370	7,247	11,500	1,000	30,775
83300	Fuel & Mileage (Non-Travel)	19,542	29,567	26,600	25,000	14,700
83500	Equipment (<\$10,000)	1,712	6,913	21,000	4,448	18,575
83600	Repair & Maintenance Supplies	8,270	8,671	168,500	83,900	167,000
84000	Operational Units	199,595	0	0	0	145,000
85100	Property & Liability Costs	1,978	4,756	5,469	5,469	5,469
85200	Rentals	1,578	2,030	8,000	3,000	5,000
85300	Permits & Fees	6,260	6,827	3,500	0	2,000
85500	Financial Fees	3,264	2,860	3,500	0	0
85900	Other Business Expenses	1,350	0	3,000	500	1,500
	<b>Total Operations</b>	<b>482,452</b>	<b>131,230</b>	<b>341,735</b>	<b>151,317</b>	<b>449,334</b>
<b>CAPITAL</b>						
89400	Infrastructure	250,377	86,390	339,035	0	0
89500	Equipment (>\$10,000)	84,253	15,500	40,000	0	166,000
	<b>Total Capital</b>	<b>334,630</b>	<b>101,890</b>	<b>379,035</b>	<b>0</b>	<b>166,000</b>
	<b>TOTAL STORMWATER-STREET BUDGET</b>	<b>1,347,360</b>	<b>682,161</b>	<b>1,342,331</b>	<b>772,878</b>	<b>1,250,006</b>
	<b>TOTAL UNALLOCATED FUNDS</b>	<b>2,255,948</b>	<b>3,573,362</b>	<b>4,314,711</b>	<b>4,884,164</b>	<b>5,717,837</b>

## Budget Notes/Objectives

### *Street Aid and Transportation Fund*

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

We currently maintain 270 miles of roadway throughout the City. Our goal is to properly maintain existing roadways, plus those proposed to be annexed. Many of these roadways will receive Cold Planing in addition to Surface treatment.

In the upcoming Fiscal year 2009-10, we are asking for \$2,500,000 to accomplish approximately 23-27 miles of roadway resurfacing and cold planning per 24' width.

Future projections show that we need to budget 2.3 – 2.8 million per year to maintain this 10-12 year resurfacing cycle, these figures do not represent future annexations.

Whitetopping for Cool Springs Blvd. @ Aspen Grove Drive has been removed for this Fiscal year due to Budget constraints.



# Street Aid & Transportation Fund

121  
43100

STREET AID & TRANSPORTATION FUND  
STREET AID & TRANSPORTATION

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>AVAILABLE FUNDS</b>					
25100 Beginning Fund Balance	900,412	1,069,414	1,048,827	1,048,827	238,875
33220 Gasoline Tax from State	1,506,153	1,509,963	1,586,600	1,586,600	1,586,600
36100 Interest Income	24,034	15,109	10,000	10,000	10,000
37100 Transfer from General Fund	0	0	43,129	0	664,525
39200 Contributions from Developer	25,000	25,000	0	0	0
Total Available Funds	2,455,599	2,619,486	2,688,556	2,645,427	2,500,000
<b>OPERATIONS</b>					
82300 Notices, Subscriptions, Publicity	114	394	0	0	0
82500 Contractual Services	119,602	186,458	0	0	0
82600 Repair & Maintenance Services	107,143	127,932	2,470,000	2,160,000	2,500,000
83200 Operating Supplies	0	0	0	0	0
83600 Repair & Maintenance Supplies	0	41,073	0	0	0
85300 Permits & Fees	380	545	0	0	0
85900 Other Business Expenses	491	0	(250,000)	0	0
Total Operations	227,730	356,403	2,220,000	2,160,000	2,500,000
<b>CAPITAL</b>					
89100 Land	11,843	94,500	0	0	0
89400 Infrastructure	1,146,612	1,110,256	951,855	246,552	0
89500 Equipment (>\$10,000)	0	9,500	0	0	0
Total Capital	1,158,455	1,214,256	951,855	246,552	0
Total Expenditures	1,386,185	1,570,659	3,171,855	2,406,552	2,500,000
Total Unallocated Funds	1,069,414	1,048,827	(483,299)	238,875	0

# Road Impact Fund

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

The impact of the economy will be seen in the road impact fund as slowed development will likely result in decreased contributions to the fund. The proposed budget anticipates \$2.22 million in expenditures, all in the form of a transfer to the debt service fund. The City is in process of updating its major thoroughfare plan. Following the completion of the plan, the City will re-examine the structure of road impact fees to explore if other elements of the road way system should be incorporated into the process.

128 ROAD IMPACT FUND		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>AVAILABLE FUNDS</b>						
25100	Estimated Beginning Fund Balance	3,753,565	3,864,131	2,693,639	2,693,639	1,902,120
32800	Road Impact Fees Collected	2,258,834	2,821,357	3,000,000	1,400,000	2,000,000
32810	Road Impact Fee Offsets	0	(1,112,423)	0	(400,000)	0
36100	Interest Income	131,397	271,263	30,000	30,000	30,000
	<b>Total Available Funds</b>	<b>6,143,796</b>	<b>5,844,328</b>	<b>5,723,639</b>	<b>3,723,639</b>	<b>3,932,120</b>
<b>OPERATIONS</b>						
82300	Notices, Subscriptions, Publicity	3,819	0	0	0	0
82500	Contractual Services	27,838	27,863	0	0	0
82600	Repair & Maintenance Services	0	15,000	0	0	0
85300	Permits & Fees	94	0	0	0	0
85900	Other Business Expenses	4,154	0	0	0	0
86000	Debt Service	1,352,796	1,647,081	2,193,421	1,821,519	0
88000	Transfer to Other Funds	0	0	0	0	2,224,743
	<b>Total Operations</b>	<b>1,388,701</b>	<b>1,689,944</b>	<b>2,193,421</b>	<b>1,821,519</b>	<b>2,224,743</b>
<b>CAPITAL</b>						
89100	Land	123,644	0	0	0	0
89400	Infrastructure	767,320	1,460,745	0	0	0
	<b>Total Capital</b>	<b>890,964</b>	<b>1,460,745</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Expenditures</b>	<b>2,279,665</b>	<b>3,150,689</b>	<b>2,193,421</b>	<b>1,821,519</b>	<b>2,224,743</b>
	<b>Total Unallocated Funds</b>	<b>3,864,131</b>	<b>2,693,639</b>	<b>3,530,218</b>	<b>1,902,120</b>	<b>1,707,377</b>



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TENNESSEE

# Solid Waste

*Rebecca Caldwell, Director*

The Solid Waste Department is responsible for the collection and disposal of all residential, commercial, yard and bulk waste within Franklin City Limits. The Department also operates a Transfer Station which receives trash from private haulers.

The Department comprises four (4) divisions that are presented in this budget:

- (1) Administration – responsible for overseeing the departments operations,
- (2) Collection – responsible for collection of solid waste,
- (3) Fleet Maintenance – responsible for maintaining Solid Waste and other city owned vehicles, and
- (4) Disposal – responsible for disposal of solid waste.

<b>Measurement/Goal</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Residential Trash Collected	25,055 tons	25,743 tons	NA	NA
Commercial Trash Collected	9,536 tons	9,285 tons	NA	NA
Trash from private haulers	45,820 tons	48,020 tons	NA	NA
Trash Diverted from Landfill	982 tons	1,553 tons	NA	NA
Tons collected per 1000 customers (residential)	458 tons	446 tons	NA	NA

# Fleet Maintenance

David Barker, Fleet Maintenance Supervisor

Fleet Maintenance is a division of the Solid Waste Department, but performs repair work for the City's entire fleet. Prior to Fiscal Year 2008, the Police Department contracted with an outside source for all vehicle repairs. There are a wide variety of vehicles in the City's Fleet including passenger type vehicles, heavy equipment, and fire apparatus. City vehicles have more than the normal wear and tear of everyday vehicles due to frequent stop and go activity, frequent right-hand turns, and little to no interstate driving.

<b>Measurement/Goal</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 (Projected)</b>	<b>FY10 (Goal)</b>
Percent Outsourced	8%	12%	9%	NA
<b>Cost of Repairs Performed by Fleet Maintenance Per Department</b>				
Administration	\$219	\$433	\$27	NA
City Hall Maintenance	\$396	\$815	\$261	NA
Codes	\$1,159	\$5,842	\$5,207	NA
Engineering	\$189	\$396	\$239	NA
Fire	\$12,301	\$12,768	\$33,959	NA
Human Resources	\$746	\$2,750	\$399	NA
MIT	\$224	\$84	\$77	NA
Parks	\$8,580	\$15,731	\$11,258	NA
Planning	NA	\$202	\$960	NA
Police	NA	\$106,833	\$84,972	NA
Solid Waste	\$280,453	\$459,569	\$299,024	NA
Water	\$8,897	\$46,768	\$68,897	NA
<b>Total</b>	<b>\$289,350</b>	<b>\$652,191</b>	<b>\$505,280</b>	<b>NA</b>
<b>Total Number of Repairs</b>	<b>1,422</b>	<b>3,189</b>	<b>2,107</b>	<b>NA</b>



cups.

## Sustainable Franklin

The Solid Waste Department helps to promote “Green” by placing recycling containers at the different city offices. We also pick up all the bags (and supply the recycling bags) and dispose of them at the recycling center. We have eliminated using styrofoam cups and are only using paper

The Fleet Maintenance Division “lives green” by:

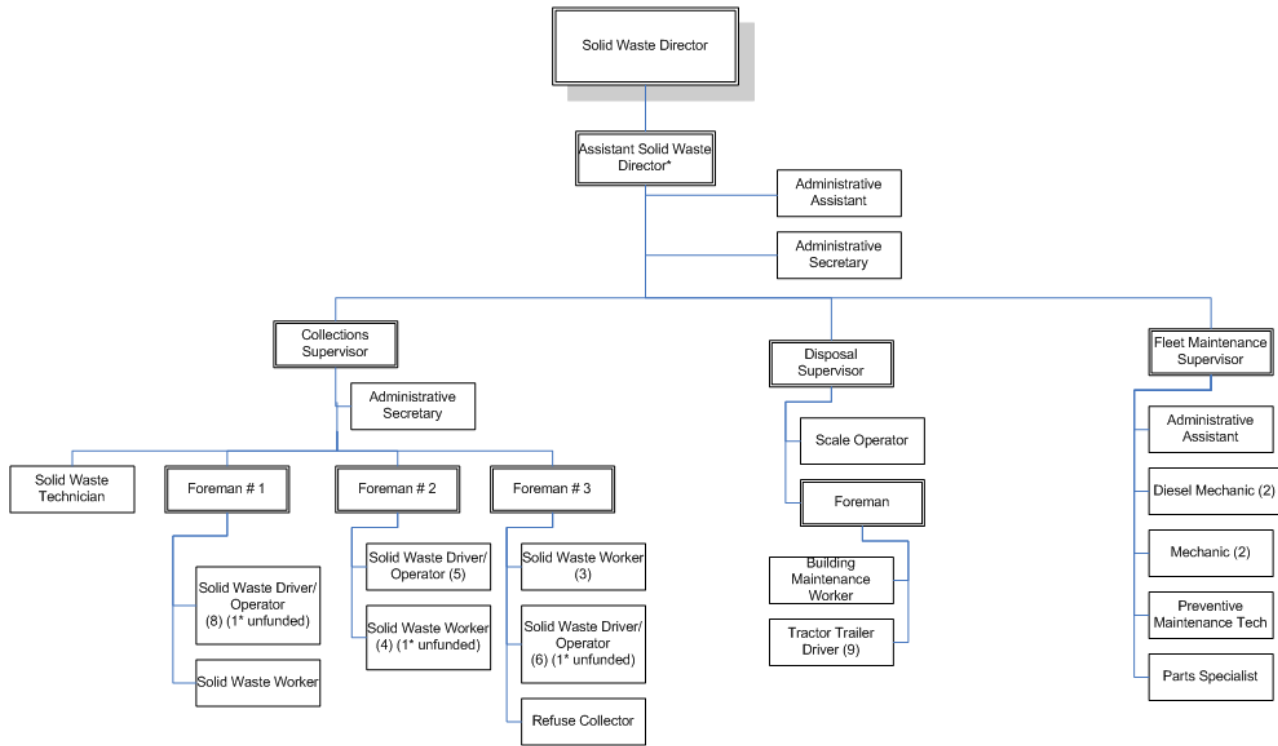
- Setting up recycle bins in the offices for paper, plastic bottles, and cans.
- Recycling cardboard
- Turning off all lights, including overhead shop lights, at night and when not in use.

# Staffing by Position

## Solid Waste Department

City of Franklin, TN

FY 2010 Approved



\* = Unfunded

**City of Franklin**  
**2009-2010 Fiscal Year Budget**  
**Special Revenue Fund - Solid Waste-Administraton**  
**Personnel by Position**

Position	Pay	FY 2009		FY 2010		Not Funded
	Grade	Full-Time	Part-Time	Full-Time	Part-Time	
Solid Waste Director	24	1	0	1	0	0
Assistant Solid Waste Director	22	1	0	1	0	1
Administrative Assistant	12	1	0	1	0	0
Administrative Secretary	10	2	0	1	0	0
Scale Operator	9	1	0	0	0	0
<b>TOTALS</b>		<b>6</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
Assistant Director position - unfunded in FY2010					
Move one (1) Administrative Secretary (Dispatcher) to Collection division to better reflect expenses associated with Collection division functions.					
Move one (1) Scale Operator to Disposal division to better reflect expenses associated with Disposal division functions.					

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



**City of Franklin**  
**2009-2010 Fiscal Year Budget**  
**Special Revenue Fund - Solid Waste-Collection**  
**Personnel by Position**

Position	Pay	FY 2009		FY 2010		Not Funded
	Grade	Full-Time	Part-Time	Full-Time	Part-Time	
Solid Waste Supervisor	17	1	0	1	0	0
Solid Waste Crew Foreman	14	3	0	3	0	0
Solid Waste Truck Driver/Operator	11	19	0	19	0	1
Solid Waste Driver	10	8	0	8	0	1
Solid Waste Technician	9	1	0	1	0	0
Refuse Collector	6	1	0	1	0	0
Administrative Secretary (Dispatch)	10	0	0	1	0	0
<b>Subtotal</b>		<b>33</b>	<b>0</b>	<b>34</b>	<b>0</b>	<b>2</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
1 Solid Waste Truck Driver/Operator unfunded					
1 Solid Waste Driver unfunded					
Add one (1) Administrative Secretary from Administration division to better reflect expenses associated with Collection division functions.					

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

**City of Franklin**  
**2009-2010 Fiscal Year Budget**  
**Special Revenue Fund - Solid Waste-Disposal**  
**Personnel by Position**

Position	Pay	FY 2009		FY 2010		Not Funded
	Grade	Full-Time	Part-Time	Full-Time	Part-Time	
Solid Waste Supervisor	17	1	0	1	0	0
Solid Waste Crew Foreman	14	1	0	1	0	0
Tractor-Trailer Driver	12	9	0	9	0	1
Building Maintenance Worker	10	1	0	1	0	0
Scale Operator	9	0	0	1	0	0
<b>Subtotal</b>		<b>12</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>1</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
* Move one Scale Operator from the Administration Division to the Disposal Division to better reflect expenses associated with Disposal Division functions.					
1 Tractor-Trailer Driver unfunded					

Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Solid Waste Supervisor	17			
Solid Waste Crew Foreman	14			
Tractor-Trailer Driver	12			

City of Franklin  
 2009-2010 Fiscal Year Budget  
 Special Revenue Fund - Solid Waste-Fleet Maintenance  
 Personnel by Position

Position	Pay Grade	FY 2009		FY 2010	
		Full-Time	Part-Time	Full-Time	Part-Time
<b>SOLID WASTE FLEET MAINTENANCE:</b>					
Fleet Maintenance Supervisor	17	1	0	1	0
Diesel Mechanic	14	2	0	2	0
Administrative Assistant	12	1	0	1	0
Mechanic	12	2	0	2	0
Preventive Maintenance PM Technician	10	1	0	1	0
Parts Specialist	10	1	0	1	0
<b>Total</b>		<b>8</b>	<b>0</b>	<b>8</b>	<b>0</b>

Narrative of Personnel Changes	New Position		Reclassification		
	Title	Pay Grade	From Job Title	To Job Title	Pay Grade (if reclassification creates new job title)
No changes to personnel for FY 2009-2010					

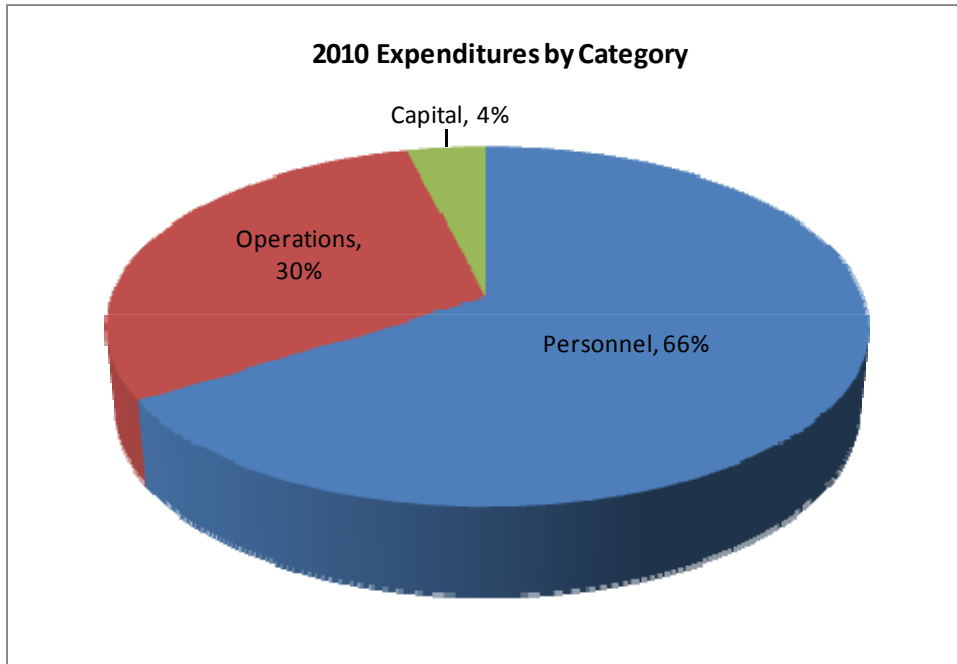
Departmental Career Development Path	Pay Grade	Requirements		
		Degree	Experience	Certifications
Fleet Maintenance Supervisor	17			
Diesel Mechanic	14			
Mechanic	12			
Preventive Maintenance PM Technician	10			

# Solid Waste Fund Revenue and Summary (Divisions are shown on following 4 pages)

124 SOLID WASTE FUND		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance	0	0	0	0	0
33101	Reimbursement from Other Funds-For Fleet Maint	0	0	565,236	552,918	552,918
33350	FEMA/TEMA Grants (Fed/State)	14,187	0	0	0	0
34400	Dumpster Phase Out	5,692	0	0	0	0
34410	Solid Waste Disposal Fees (Residential/Comm Service)	1,229,306	1,785,661	2,716,300	2,460,000	3,176,000
34420	Tipping Fees (at Century Court)	1,356,993	1,365,049	1,915,215	1,600,000	1,632,000
36700	Sale of Waste Containers	60,420	46,642	203,750	67,000	68,000
36705	Lease of Waste Containers	0	0	0	0	40,000
36800	Sale of Surplus Assets	13,997	60,453	20,000	43,220	40,000
37100	Transfer from General Fund	4,102,180	4,469,880	2,756,062	3,318,434	2,001,509
37900	Misc Other Revenue	0	3,757	0	7,188	7,188
	<b>Total Available Funds</b>	<b>6,782,775</b>	<b>7,731,442</b>	<b>8,176,563</b>	<b>8,048,760</b>	<b>7,517,615</b>
124 SOLID WASTE FUND TOTAL		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	1,966,163	2,225,895	2,540,224	2,279,614	2,217,180
81400	Employee Benefits	1,046,707	1,121,470	1,239,317	1,167,910	1,257,550
	<b>Total Personnel</b>	<b>3,012,870</b>	<b>3,347,365</b>	<b>3,779,541</b>	<b>3,447,524</b>	<b>3,474,730</b>
<b>OPERATIONS</b>						
82100	Transportation Charges	12,707	12,596	18,025	10,255	12,750
82200	Operating Services	1,630,894	1,549,447	1,522,200	1,199,214	1,272,200
82300	Notices, Subscriptions, Publicity	7,387	23,104	32,429	10,379	16,796
82400	Utilities	65,773	73,887	80,177	90,254	95,552
82500	Contractual Services	2,611	14,669	5,500	10,308	4,250
82600	Repair & Maintenance Services	212,026	298,484	321,375	178,035	340,450
82700	Employee Programs	149	1,909	700	990	4,134
82800	Professional Development/Travel	4,412	10,686	2,859	6,418	1,130
83100	Office Supplies	15,989	16,456	15,650	13,727	15,350
83200	Operating Supplies	90,212	67,825	96,750	95,665	139,550
83300	Fuel & Mileage (Non-Travel)	324,736	487,534	410,800	392,800	273,300
83500	Equipment (<\$10,000)	10,050	13,861	68,120	13,636	30,650
83600	Repair & Maintenance Supplies	481,829	518,694	378,050	487,655	450,950
85100	Property & Liability Costs	66,213	(11,923)	56,699	45,392	56,449
85200	Rentals	3,753	5,820	7,000	8,703	8,500
85300	Permits & Fees	10,686	17,898	2,500	1,533	2,650
85500	Financial Fees	2,763	4,485	1,900	7,523	2,000
85900	Other Business Expenses	(310)	0	(365,000)	0	0
86000	Debt Service	682,757	627,076	435,820	648,303	0
88000	Transfers to Other Funds	0	0	0	0	648,224
	<b>Total Operations</b>	<b>3,624,637</b>	<b>3,732,507</b>	<b>3,091,553</b>	<b>3,220,791</b>	<b>3,374,885</b>
<b>CAPITAL</b>						
89200	Buildings	26,675	44,597	17,910	0	0
89500	Equipment (>\$10,000)	118,593	606,973	1,287,558	1,380,445	668,000
	<b>Total Capital</b>	<b>145,268</b>	<b>651,570</b>	<b>1,305,468</b>	<b>1,380,445</b>	<b>668,000</b>
	<b>Total Solid Waste Department Budget</b>	<b>6,782,775</b>	<b>7,731,442</b>	<b>8,176,563</b>	<b>8,048,760</b>	<b>7,517,615</b>
<b>Total Unallocated Funds</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Solid Waste Fund Solid Waste Administration

124 46100		SOLID WASTE FUND SOLID WASTE ADMINISTRATION				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	273,760	238,833	309,760	221,684	160,657
81400	Employee Benefits	120,257	118,146	129,332	115,451	97,932
	Total Personnel	394,017	356,978	439,092	337,135	258,589
<b>OPERATIONS</b>						
82100	Transportation Charges	114	466	7,650	265	470
82200	Operating Services	863	544	700	400	750
82300	Notices, Subscriptions, Publicity	1,247	17,319	26,938	6,295	15,403
82400	Utilities	21,613	42,743	58,052	67,370	71,277
82500	Contractual Services	1,411	7,157	0	7,308	0
82600	Repair & Maintenance Services	3,616	1,862	1,925	2,100	2,450
82700	Employee Programs	149	1,673	0	0	500
82800	Professional Development/Travel	3,621	4,179	50	1,367	0
83100	Office Supplies	5,175	4,215	7,300	3,042	4,350
83200	Operating Supplies	1,395	2,160	1,400	168	750
83300	Fuel & Mileage (Non-Travel)	2,159	2,096	2,600	1,475	1,100
83500	Equipment (<\$10,000)	7,836	1,002	37,120	2,089	15,400
83600	Repair & Maintenance Supplies	728	11,407	2,300	1,621	2,250
85100	Property & Liability Costs	5,222	2,682	3,084	2,580	3,084
85200	Rentals	0	17	0	0	0
85300	Permits & Fees	9,510	16,668	0	0	0
85500	Financial Fees	0	0	0	0	0
85900	Other Business Expenses	(298)	0	0	0	0
	Total Operations	64,361	116,191	149,119	96,080	117,784
<b>CAPITAL</b>						
89200	Buildings	0	43,887	0	0	0
89500	Equipment (>\$10,000)	11,455	48,566	0	0	15,000
	Total Capital	11,455	92,453	0	0	15,000
<b>TOTAL ADMINISTRATION EXPENDITURES</b>		469,833	565,622	588,211	433,215	391,372

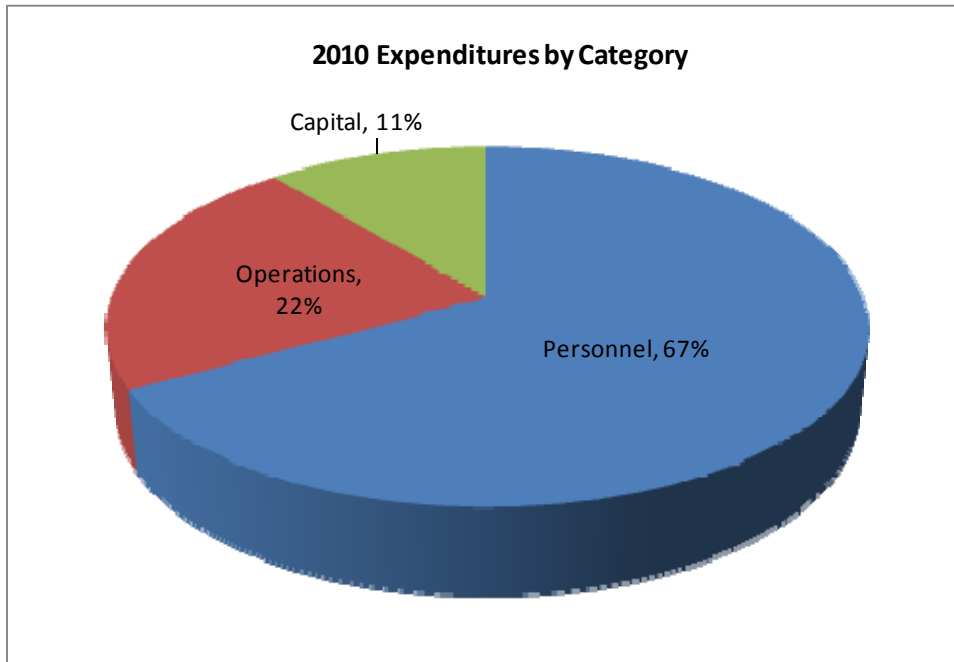


# Solid Waste Fund Solid Waste Collection

124  
46110

SOLID WASTE FUND  
SOLID WASTE COLLECTION

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	1,026,052	1,189,127	1,332,434	1,252,201	1,195,120
81400 Employee Benefits	560,097	629,916	699,313	667,255	727,225
<b>Total Personnel</b>	<b>1,586,149</b>	<b>1,819,043</b>	<b>2,031,747</b>	<b>1,919,456</b>	<b>1,922,346</b>
<b>OPERATIONS</b>					
82100 Transportation Charges	636	795	620	1,048	1,110
82200 Operating Services	9,893	10,813	12,800	10,801	12,000
82300 Notices, Subscriptions, Publicity	3,293	2,875	2,972	903	645
82400 Utilities	23,844	11,942	1,800	1,993	2,032
82500 Contractual Services	0	0	0	0	0
82600 Repair & Maintenance Services	11,040	20,176	22,400	8,142	10,500
82700 Employee Programs	0	0	0	0	1,000
82800 Professional Development/Travel	750	328	1,060	2,862	0
83100 Office Supplies	3,831	5,142	3,200	5,012	4,700
83200 Operating Supplies	43,271	30,331	75,850	75,899	118,750
83300 Fuel & Mileage (Non-Travel)	136,898	179,551	163,280	147,997	103,900
83500 Equipment (<\$10,000)	88	1,138	200	1,680	250
83600 Repair & Maintenance Supplies	9,285	10,054	6,000	7,603	7,000
85100 Property & Liability Costs	30,514	26,735	30,097	24,603	30,097
85200 Rentals	0	0	0	0	0
85300 Permits & Fees	0	34	0	0	0
85500 Financial Fees	2,763	4,485	1,900	7,523	2,000
85900 Other Business Expenses	(12)	0	(182,500)	0	0
86000 Debt Service	341,379	313,538	324,300	324,152	0
88000 Transfer to Other Funds	0	0	0	0	324,112
<b>Total Operations</b>	<b>617,473</b>	<b>617,937</b>	<b>463,978</b>	<b>620,219</b>	<b>618,096</b>
<b>CAPITAL</b>					
89200 Buildings	0	0	0	0	0
89500 Equipment (>\$10,000)	0	284,959	657,420	872,858	308,000
<b>Total Capital</b>	<b>0</b>	<b>284,959</b>	<b>657,420</b>	<b>872,858</b>	<b>308,000</b>
<b>Total Solid Waste Collection Expenditures</b>	<b>2,203,622</b>	<b>2,721,939</b>	<b>3,153,145</b>	<b>3,412,533</b>	<b>2,848,442</b>

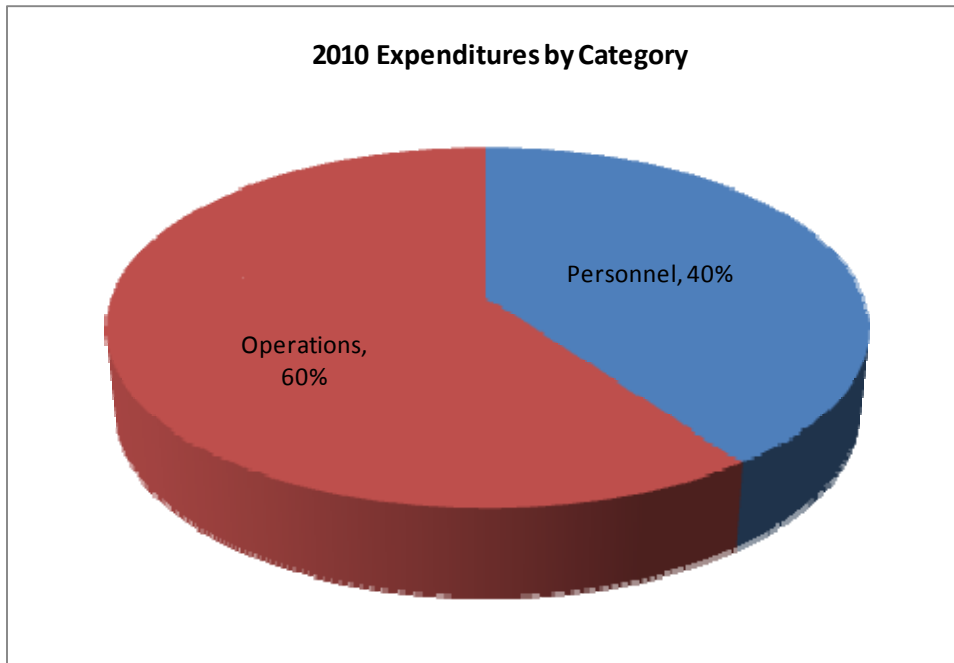


# Solid Waste Fund Solid Waste Fleet Maintenance

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46120

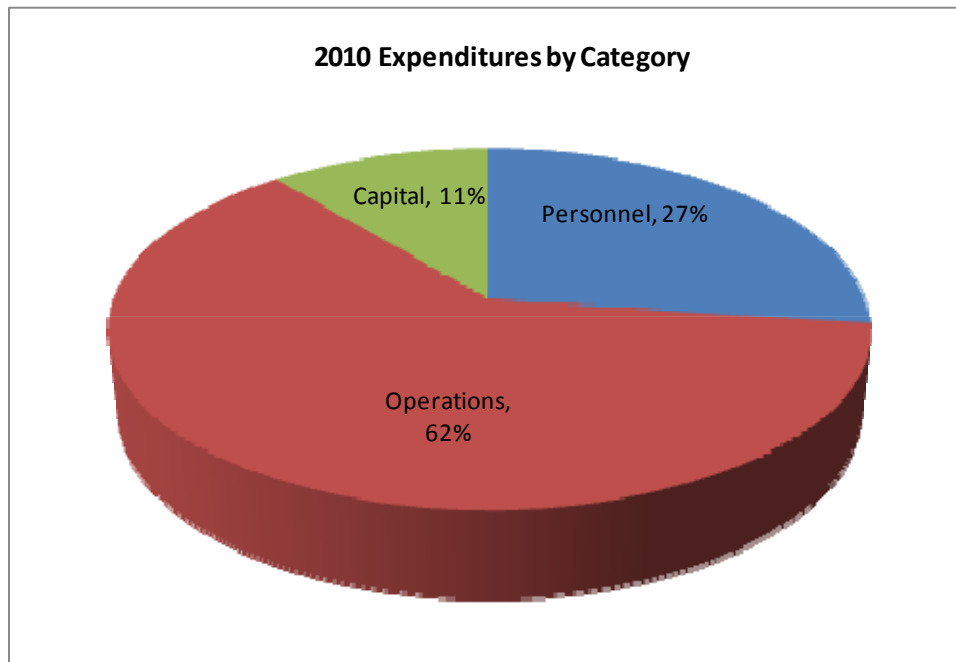
SOLID WASTE FUND  
SOLID WASTE FLEET MAINTENANCE

	Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>					
81100 Salaries & Regular Pay	144,054	248,931	321,390	259,170	310,237
81400 Employee Benefits	89,368	121,235	162,144	143,053	171,481
<b>Total Personnel</b>	<b>233,422</b>	<b>370,166</b>	<b>483,534</b>	<b>402,223</b>	<b>481,718</b>
<b>OPERATIONS</b>					
82100 Transportation Charges	11,313	10,632	8,820	8,090	10,050
82200 Operating Services	2,801	3,388	3,250	2,506	4,500
82300 Notices, Subscriptions, Publicity	2,412	2,142	2,033	3,031	598
82400 Utilities	14,024	13,507	15,525	15,418	16,679
82500 Contractual Services	0	2,912	2,000	3,000	2,500
82600 Repair & Maintenance Services	180,622	226,735	218,750	157,400	215,000
82700 Employee Programs	0	236	700	673	1,634
82800 Professional Development/Travel	0	5,518	1,049	2,189	1,130
83100 Office Supplies	3,629	3,678	3,150	2,985	3,250
83200 Operating Supplies	25,098	18,773	9,300	8,367	9,300
83300 Fuel & Mileage (Non-Travel)	6,477	4,505	3,640	3,468	2,900
83500 Equipment (<\$10,000)	2,126	7,278	30,000	4,635	15,000
83600 Repair & Maintenance Supplies	459,856	485,405	365,500	463,552	427,700
85100 Property & Liability Costs	15,436	2,566	3,201	2,078	2,951
85200 Rentals	1,318	2,573	2,500	2,421	2,500
85300 Permits & Fees	101	0	0	0	0
<b>Total Operations</b>	<b>725,213</b>	<b>789,848</b>	<b>669,418</b>	<b>679,813</b>	<b>715,692</b>
<b>CAPITAL</b>					
89200 Buildings	0	0	0	0	0
89500 Equipment (>\$10,000)	12,861	9,053	97,500	0	0
<b>Total Capital</b>	<b>12,861</b>	<b>9,053</b>	<b>97,500</b>	<b>0</b>	<b>0</b>
<b>TOTAL FLEET MAINTENANCE EXPENDITURES</b>	<b>971,496</b>	<b>1,169,067</b>	<b>1,250,452</b>	<b>1,082,036</b>	<b>1,197,410</b>



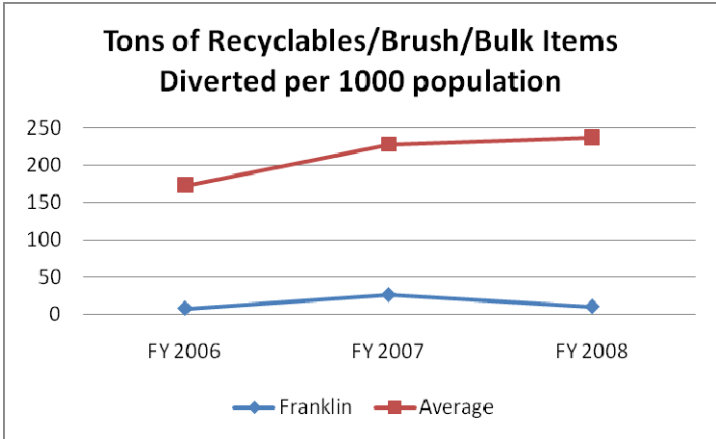
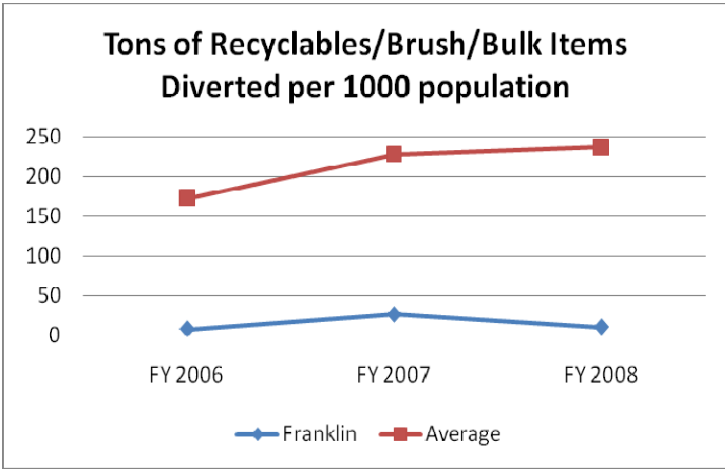
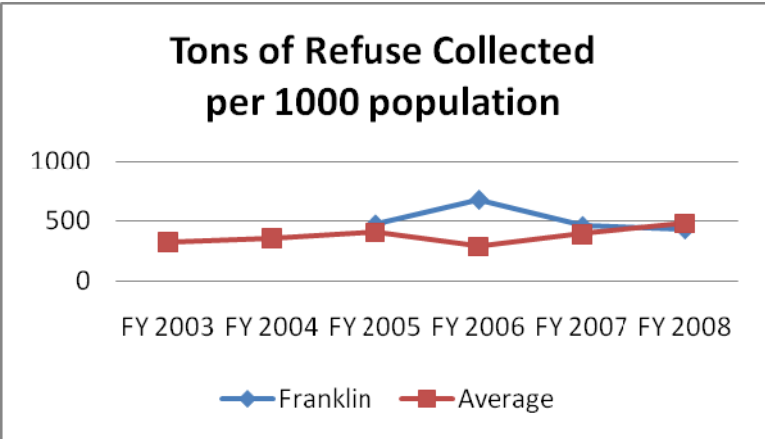
# Solid Waste Fund Solid Waste Disposal

124 46130		SOLID WASTE FUND SOLID WASTE DISPOSAL				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81100	Salaries & Regular Pay	522,297	549,004	576,640	546,559	551,165
81400	Employee Benefits	276,985	252,173	248,528	242,151	260,912
	Total Personnel	799,282	801,177	825,168	788,710	812,078
<b>OPERATIONS</b>						
82100	Transportation Charges	644	703	935	852	1,120
82200	Operating Services	1,617,337	1,534,702	1,505,450	1,185,507	1,254,950
82300	Notices, Subscriptions, Publicity	435	769	486	150	150
82400	Utilities	6,292	5,695	4,800	5,473	5,563
82500	Contractual Services	1,200	4,600	3,500	0	1,750
82600	Repair & Maintenance Services	16,748	49,711	78,300	10,393	112,500
82700	Employee Programs	0	0	0	317	1,000
82800	Professional Development/Travel	41	661	700	0	0
83100	Office Supplies	3,354	3,420	2,000	2,688	3,050
83200	Operating Supplies	20,448	16,562	10,200	11,231	10,750
83300	Fuel & Mileage (Non-Travel)	179,202	301,381	241,280	239,860	165,400
83500	Equipment (<\$10,000)	0	4,443	800	5,232	0
83600	Repair & Maintenance Supplies	11,960	11,827	4,250	14,879	14,000
85100	Property & Liability Costs	15,041	(43,906)	20,317	16,131	20,317
85200	Rentals	2,435	3,229	4,500	6,282	6,000
85300	Permits & Fees	1,075	1,196	2,500	1,533	2,650
85500	Financial Fees	0	0	0	0	0
85900	Other Business Expenses	0	0	(182,500)	0	0
86000	Debt Service	341,378	313,538	111,520	324,151	0
88000	Transfer to Other Funds	0	0	0	0	324,112
	Total Operations	2,217,590	2,208,531	1,809,038	1,824,679	1,923,312
<b>CAPITAL</b>						
89200	Buildings	26,675	710	17,910	0	0
89500	Equipment (>\$10,000)	94,277	264,396	532,638	507,587	345,000
	Total Capital	120,952	265,106	550,548	507,587	345,000
<b>TOTAL DISPOSAL EXPENDITURES</b>		3,137,824	3,274,814	3,184,754	3,120,976	3,080,390





# MTAS Benchmarking Program





HISTORIC  
**FRANKLIN**  
TENNESSEE

**OTHER GENERAL FUND  
OPERATING EXPENDITURES**

# General Fund

## General Expenses

### Notes/Objectives:

In continuation of efforts to reduce the amount of activity recorded in the General Expenses department, there is minimal activity budgeted in this department in 2010. In the previous fiscal year, an estimate was made for repairs & maintenance to vehicles in General Fund departments. That amount, \$565,236, has been distributed to the department budgets for FY2010 and eliminated from General Expenses.

Remaining in this department is:

**Employee Benefits:** Employee insurance coverage for COBRA and retirees that worked for departments in the General Fund.

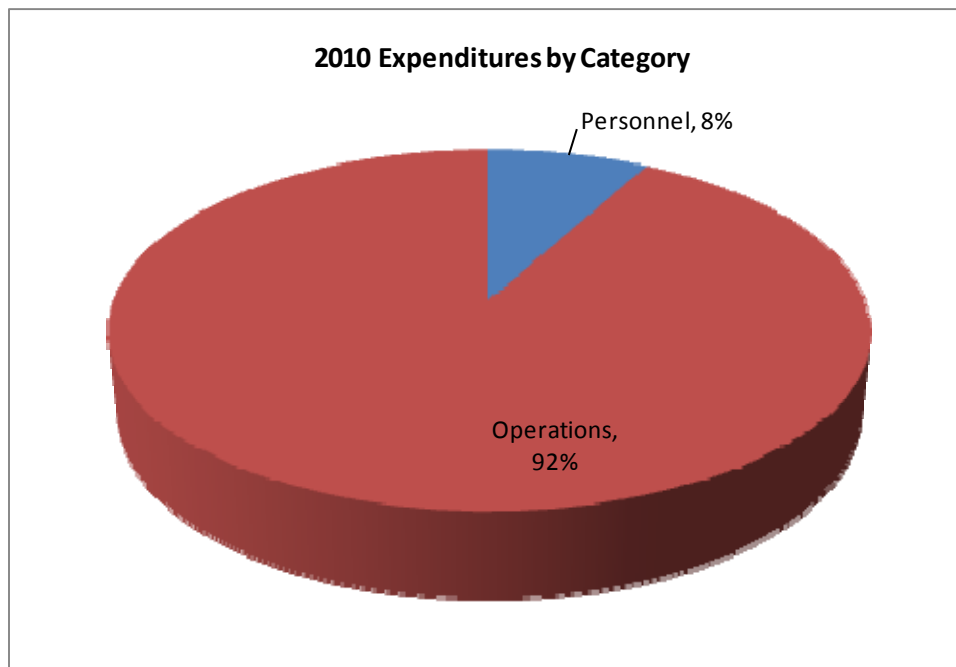
**Notices, Subscriptions, & Publicity:** Includes \$6,000 for leadership retreats, \$10,000 for membership to TML, \$20,000 for Alliance for Innovation with the University of Tennessee, and \$4,000 for accreditations.

**Contractual Services:** Includes \$50,000 for the general fund's portion of the annual financial audit, \$136,916 for consultant services connected to grants, \$25,000 for the Fourth of July fireworks, and \$14,000 for other contractual services.

**Operating Supplies:** \$100 for medical supplies for City Hall.

# General Fund General Expenses

110 45900		GENERAL FUND GENERAL EXPENSES				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>PERSONNEL</b>						
81400	Employee Benefits	(2,343,232)	(2,120,252)	23,511	23,510	23,510
	Total Personnel	(2,343,232)	(2,120,252)	23,511	23,510	23,510
<b>OPERATIONS</b>						
82100	Transportation Charges	60	0	0	0	0
82200	Operating Services	207	208	0	0	0
82300	Notices, Subscriptions, Publicity	48,317	87,716	26,000	39,102	40,000
82400	Utilities	687,862	665,354	0	2,215	0
82500	Contractual Services	649,064	334,647	198,421	263,996	225,916
82600	Repair & Maintenance Services	1,452	10,832	565,236	565,236	0
82700	Employee Programs	47,259	56,403	0	500	0
83100	Office Supplies	0	0	0	0	0
83200	Operating Supplies	3,453	0	0	100	100
85100	Property & Liability Costs	95,838	1,107,955	774,284	0	0
85200	Rentals	13,375	7,732	0	0	0
85300	Permits & Fees	1,497	380	0	0	0
85500	Financial Fees	1,820	2,902	0	0	0
85900	Other Business Expenses	(33,056)	5,151	(200,000)	0	0
	Total Operations	1,517,148	2,279,280	1,363,941	871,149	266,016
<b>CAPITAL</b>						
89100	Land	257,551	28,945	0	0	0
89200	Buildings	754,917	0	0	0	0
89400	Infrastructure	108,517	0	0	0	0
	Total Capital	1,120,985	28,945	0	0	0
<b>Total General Expenses</b>		<b>294,901</b>	<b>187,972</b>	<b>1,387,452</b>	<b>894,659</b>	<b>289,526</b>



# General Fund Debt Service

In 2010, debt service previously paid from the General Fund has been moved to a consolidated debt service fund.

110 45910		GENERAL FUND DEBT SERVICE				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
86100	Refund Park Garage 00 (04) - Principal	348,750	355,500	366,750	366,750	to Debt Svc
86200	Refund Park Garage 00 (04) - Interest	93,555	85,624	75,679	75,679	to Debt Svc
86100	Public Improve Bonds 2004 - Principal	525,000	525,000	575,000	575,000	to Debt Svc
86200	Public Improve Bonds 2004 - Interest	475,866	389,730	475,200	475,200	to Debt Svc
86100	WI-FI Bonds - Principal	260,000	290,000	320,000	320,000	to Debt Svc
86200	WI-FI Bonds - Interest	109,705	81,134	138,250	138,250	to Debt Svc
86100	New Bonds 2007 - Principal (10M)	0	0	0	0	to Debt Svc
86200	New Bonds 2007 - Interest (10M)	109,279	373,060	399,000	399,000	to Debt Svc
86100	New Bonds 2009 - Principal (10M)	0	0	0	0	to Debt Svc
86200	New Bonds 2009 - Interest (10M)	0	0	478,125	122,500	to Debt Svc
86300	Paying Agent Fees	83,030	98,234	20,000	100,000	to Debt Svc
86400	Bond Issuance Costs	0	0	100,000	100,000	to Debt Svc
	Cost Containment Measures	0	0	(25,000)	0	to Debt Svc
<b>Total Debt Service</b>		<b>2,005,185</b>	<b>2,198,282</b>	<b>2,923,004</b>	<b>2,672,379</b>	<b>0</b>

# General Fund Appropriations

Similar to cuts made to City operating departments, appropriations to other governments, agencies, and nonprofits have been reduced by ten percent (10%) in fiscal year 2010. Those organizations that are reviewed by a Williamson County United Way panel were changed in varying amounts, with the total of those agencies resulting in a 10% decrease.

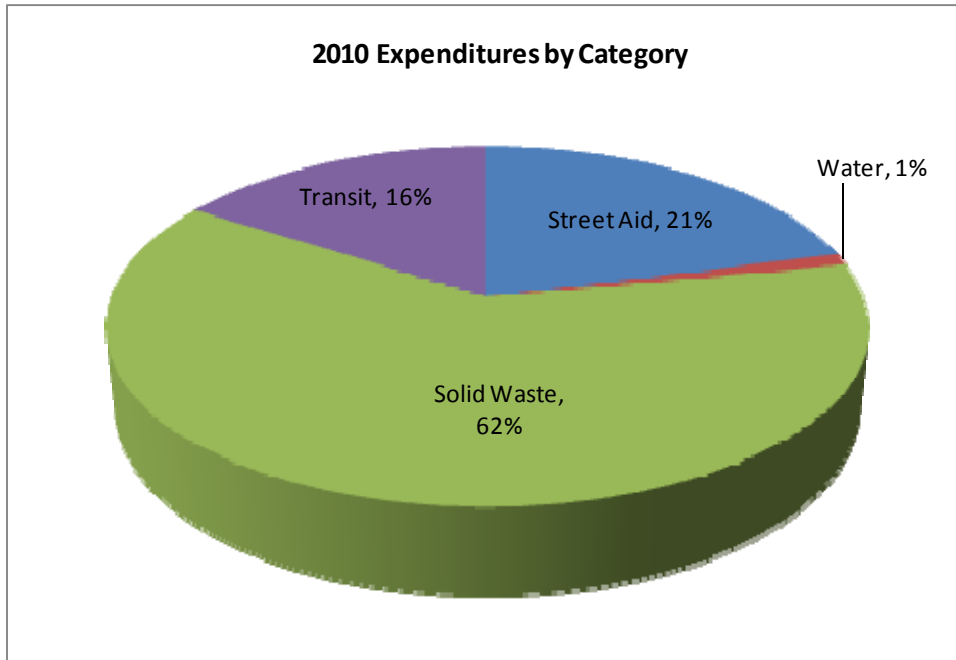
110 45920		GENERAL FUND APPROPRIATIONS				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>87110</b>	<b>Contracted Services:</b>	<b>30,000</b>	<b>35,642</b>	<b>41,000</b>	<b>41,000</b>	<b>36,900</b>
87110	Regional Transit Authority	0	4,642	0	0	0
87110	Franklin Tomorrow	17,500	25,000	35,000	35,000	31,500
87110	Franklin Tomorrow Vision Process	0	0	0	0	0
87110	Franklin Tomorrow Comm. Mailing	7,500	0	0	0	0
87110	Sister City Program	0	6,000	6,000	6,000	5,400
87110	United Way of Williamson County	5,000	0	0	0	0
<b>87120</b>	<b>Government Appropriations:</b>	<b>203,956</b>	<b>211,148</b>	<b>196,070</b>	<b>172,070</b>	<b>176,463</b>
87120	Health Department	25,000	25,000	25,000	25,000	22,500
87120	Animal Control	60,755	62,098	52,480	28,480	47,232
87120	Spay/Neuter Program	14,290	17,460	12,000	12,000	10,800
87120	Library - New Building Donation Books	0	0	0	0	0
87120	Library - Books	67,860	70,000	70,000	70,000	63,000
87120	Task Force Against Domestic Violence	4,158	0	0	0	0
87120	TN Rehab Ctr @ Franklin	21,893	26,590	26,590	26,590	23,931
87120	Franklin Housing Authority	10,000	10,000	10,000	10,000	9,000
<b>87130</b>	<b>Non Profits &amp; Other Appropriations:</b>	<b>254,569</b>	<b>242,840</b>	<b>217,840</b>	<b>217,840</b>	<b>196,112</b>
87130	ARC	0	5,000	5,000	5,000	4,500
87130	Boys & Girls Club	17,503	18,000	18,000	18,000	16,000
87130	Bridges	15,912	16,549	16,549	16,549	16,000
87130	Bridges (Capital)	39,500	0	0	0	0
87130	Community Child Care	32,992	32,992	32,992	32,992	31,000
87130	Community Housing Partnership	10,000	10,000	10,000	10,000	8,500
87130	Gap Foundation	20,400	25,000	25,000	25,000	23,750
87130	J L Clay/Senior Citizens	66,315	49,237	49,237	49,237	40,112
87130	Mid-Cum Hum Res/Homemaker	4,500	0	5,250	5,250	5,000
87130	Mid-Cum Hum Res/Ombudsman	2,437	0	2,437	2,437	2,193
87130	Mid-Cum Meals on Wheels	10,500	19,687	12,000	12,000	9,432
87130	Mid-Cum Vehicle Donation	1,000	0	0	0	0
87130	Second Harvest/Nashville's Table	1,020	1,500	1,500	1,500	1,000
87130	Waves	23,690	24,875	24,875	24,875	24,375
87130	Wms Co Emergency Relief/Graceworks	8,800	15,000	15,000	15,000	14,250
87130	Wms. Co. Drug & Alcohol	0	0	0	0	0
87130	National Park Service	0	25,000	0	0	0
<b>Total Appropriations</b>		<b>488,525</b>	<b>489,630</b>	<b>454,910</b>	<b>430,910</b>	<b>409,475</b>

# Interfund Transfers

Interfund Transfers reflects those funds transferred from the General Fund to be accounted for in other funds of the City. For the Street Aid Fund, it represents the additional amount needed for street paving and maintenance that exceeds the estimated collection of gasoline tax revenue from the State of Tennessee. For Solid Waste and Transit, the transfers are operating subsidies as these programs do not recover their full cost of operations through the fees charged for service. For the transfer to the Water Fund, it is an interest-only payment towards retiring the obligation created when the Springs Properties was disposed of in an exchange with Williamson County for the Five Points post office building and three other properties.

Transfers to Solid Waste and Transit are proposed to be lower than the amount budgeted in FY2008-2009. The transfer to Street Aid Fund is up from the same period in 2009.

110 45930		GENERAL FUND INTERFUND TRANSFERS				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
88020	Transfer to Street Aid Fund	0	0	43,129	0	664,525
88030	Transfer to Solid Waste Fund	4,102,180	4,469,880	2,756,062	3,318,434	2,001,509
88070	Transfer to Drug Fund	79,345	65,538	to Drug	to Drug	to Drug
88090	Transfer to Transit Fund	859,230	709,758	559,820	559,820	503,838
	Transfer to Capital Projects (for TN Greenway Grant)	0	0	25,000	0	0
88150	Transfer to Water Fund (for purchase of Springs Prop)	0	225,000	45,000	45,000	45,000
<b>Total Interfund Transfers</b>		<b>5,040,755</b>	<b>5,470,176</b>	<b>3,429,011</b>	<b>3,923,254</b>	<b>3,214,872</b>





# **OTHER SPECIAL FUNDS**

# Facilities Tax Fund

The facilities tax fund provides for the collection of privilege tax for new development to assist in the payment for new public facilities made necessary by growth. The proposed budget is projected at \$1.31 million, a reduction from the projected expenditures for the 2008-09 fiscal year of \$4.2 million. The expenditures from this fund are currently targeted at costs associated with construction of Franklin's new police headquarters, which is expected to be completed in December 2009.

130 FACILITIES TAX FUND		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance	5,558,989	4,872,221	3,430,639	3,430,639	1,330,562
31600	Facilities Tax Collections	3,616,202	2,956,284	3,500,000	2,000,000	2,000,000
36100	Interest Income	199,342	109,550	120,000	120,000	120,000
36800	Sale of Surplus Assets	0	0	0	0	0
39200	Contributions from Developer	0	0	25,000	25,000	25,000
	<b>Total Available Funds</b>	<b>9,374,533</b>	<b>7,938,055</b>	<b>7,075,639</b>	<b>5,575,639</b>	<b>3,475,562</b>
<b>OPERATIONS</b>						
82300	Notices, Subscriptions, Publicity	2,425	30	0	168	0
82400	Utilities	0	0	0	0	0
82500	Contractual Services	0	3,670	0	0	0
83200	Operating Supplies	29,894	29,894	40,000	0	0
83500	Equipment (<\$10,000)	13,482	17,404	0	7,315	0
83600	Repair & Maint Supplies	0	0	0	(150)	0
85300	Permits	18,295	0	0	0	0
85900	Other Business Expenses	8,097	0	0	0	0
	<b>Total Operations</b>	<b>72,193</b>	<b>50,998</b>	<b>40,000</b>	<b>7,333</b>	<b>0</b>
<b>CAPITAL</b>						
89100	Land	0	44,194	0	0	0
89200	Buildings	2,204,797	2,251,103	5,693,258	3,407,132	1,092,500
89300	Improvements	1,762,638	999,134	1,887,050	830,462	0
89500	Equipment (>\$10,000)	462,684	1,161,987	638,438	150	219,500
	<b>Total Capital</b>	<b>4,430,119</b>	<b>4,456,418</b>	<b>8,218,746</b>	<b>4,237,744</b>	<b>1,312,000</b>
	<b>Total Expenditures</b>	<b>4,502,312</b>	<b>4,507,416</b>	<b>8,258,746</b>	<b>4,245,077</b>	<b>1,312,000</b>
	<b>Total Unallocated Funds</b>	<b>4,872,221</b>	<b>3,430,639</b>	<b>(1,183,107)</b>	<b>1,330,562</b>	<b>2,163,562</b>

# Hotel/Motel Tax Fund

The City of Franklin levies a 4% local lodging tax on the gross receipts of hotels. Through the hotel/motel fund, the City pays debt service on the Conference Center and park expansions (Harlinsdale and Eastern Flank). The City dedicates an amount equal to 1% of the tax to support the Williamson County Convention and Visitors Bureau. Despite the sluggish economy, receipts in the hotel/motel fund have largely met expectations. The proposed 2009-10 budget provides for \$1.97 million in expenditures, which is an increase of 8.1% compared to the 2008-09 budget. This increase is driven by an increase in debt service requirements.

150 47100		SPECIAL REVENUE FUND HOTEL/MOTEL TAX				
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>AVAILABLE FUNDS</b>						
25100	Beginning Fund Balance	1,563,429	1,757,816	2,031,596	2,031,596	1,910,266
31700	Hotel/Motel Tax	1,424,754	1,571,657	1,620,000	1,620,000	1,652,400
36100	Interest Income	37,721	23,734	25,000	5,000	5,000
39200	Contributions from Developer	0	0	0	0	0
36200	Bond Proceeds	0	0	0	0	0
	<b>Total Available Funds</b>	<b>3,025,904</b>	<b>3,353,207</b>	<b>3,676,596</b>	<b>3,656,596</b>	<b>3,567,666</b>
<b>OPERATIONS</b>						
82300	Notices, Subscriptions, Publicity	0	0	0	0	0
82500	Contractual Services	0	17,800	6,579	0	0
84000	Operational Units	(162,499)	(346,983)	0	0	0
86000	Debt Service	1,277,579	1,308,794	1,475,571	1,375,821	0
87110	Contracted Services	0	342,000	370,000	370,509	370,509
88000	Transfer to Other Funds	0	0	0	0	1,601,577
	<b>Total Operations</b>	<b>1,115,080</b>	<b>1,321,611</b>	<b>1,852,150</b>	<b>1,746,330</b>	<b>1,972,086</b>
<b>CAPITAL</b>						
89200	Buildings	0	0	0	0	0
89400	Infrastructure	153,008	0	0	0	0
	<b>Total Capital</b>	<b>153,008</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total Expenditures</b>	<b>1,268,088</b>	<b>1,321,611</b>	<b>1,852,150</b>	<b>1,746,330</b>	<b>1,972,086</b>
<b>Total Unallocated Funds</b>		<b>1,757,816</b>	<b>2,031,596</b>	<b>1,824,446</b>	<b>1,910,266</b>	<b>1,595,580</b>

## **Debt Service Fund**

In the FY2010 budget, annual debt service previously paid by the General Fund has been moved to a consolidated Debt Service Fund. Transfers are made from the General Fund, Solid Waste Fund, Road Impact Fund, and Hotel/Motel Tax Fund to pay their respective shares of the debt service in accordance with policies and intentions delineated by the Board of Mayor & Aldermen in previous budgets.

Included in the debt service is a new obligation of \$25 million initiated in April 2009. The debt service for that issue is divided as follows: 40% for General Fund (including police headquarters), 40% Road Impact (for arterial streets), and 20% Hotel/Motel tax (for parks and tourism).

The table on page 53 of this budget document breaks out the principal and interest of each issue, and also shows in column format which debt is supported by general, solid waste, road impact, or hotel/motel revenues.

# Debt Service Fund

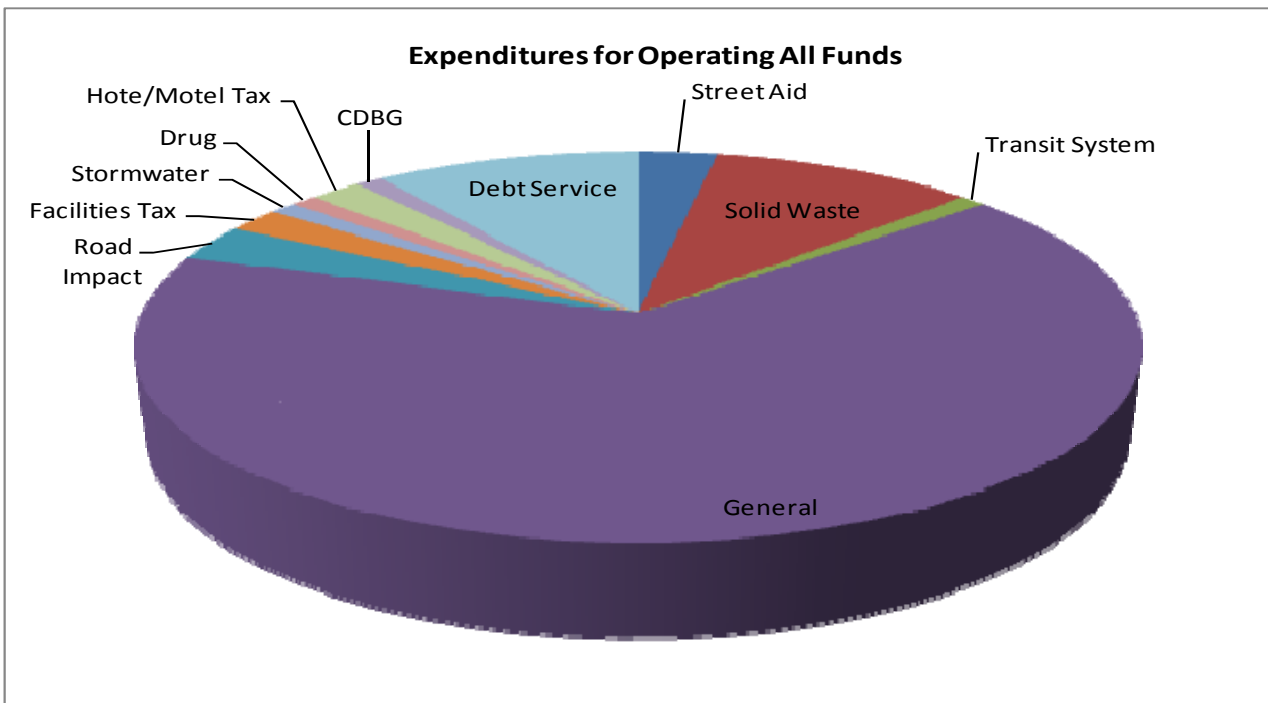
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**DEBT SERVICE FUND  
REVENUE**

		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
<b>LOCAL TAXES</b>						<b>3,052,291</b>
31100	Property Tax (11.4 cents)					3,052,291
<b>USES OF MONEY AND PROPERTY</b>						<b>5,000</b>
36100	Interest Income					5,000
<b>TRANSFERS FROM OTHER FUNDS</b>						<b>4,413,320</b>
37500	Transfer from Solid Waste Fund					587,000
37510	Transfer from Road Impact Fund					2,224,743
37520	Transfer from Hotel/Motel Tax Fund					1,601,577
<b>Total Revenue</b>						<b>7,470,611</b>
<b>49100</b>	<b>GENERAL DEBT SERVICE</b>					
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
86100	Refund Park Garage 00 (04) - Principal	348,750	355,500	366,750	366,750	375,750
86200	Refund Park Garage 00 (04) - Interest	93,555	85,624	75,679	75,679	64,541
86100	Public Improve Bonds 2004 - Principal (\$13.5M)	525,000	525,000	575,000	575,000	595,000
86200	Public Improve Bonds 2004 - Interest (\$13.5M)	475,866	389,730	475,200	475,200	452,200
86100	WI-FI Bonds - Principal	260,000	290,000	320,000	320,000	350,000
86200	WI-FI Bonds - Interest	109,705	81,134	138,250	138,250	85,000
86100	New Bonds 2007 - Principal (10M)	0	0	0	0	0
86200	New Bonds 2007 - Interest (10M)	109,279	373,060	399,000	399,000	399,000
86100	New Bonds 2009 - Principal (10M)	0	0	0	0	318,800
86200	New Bonds 2009 - Interest (10M)	0	0	478,125	122,500	212,000
86300	Paying Agent Fees	83,030	92,234	20,000	100,000	100,000
86400	Bond Issuance Costs	0	0	100,000	100,000	100,000
86400	Cost Containment Measures	0	0	(25,000)	0	0
<b>Total General Debt Service</b>		<b>2,005,185</b>	<b>2,192,282</b>	<b>2,923,004</b>	<b>2,672,379</b>	<b>3,052,291</b>
<b>49110</b>	<b>SOLID WASTE DEBT SERVICE</b>					
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
86100	Century Court Principal (\$5M)	315,000	326,000	234,000	337,000	348,000
86200	Century Court Interest (\$5M)	157,113	107,526	56,106	115,337	60,000
86100	Century Court Principal (\$2M)	123,000	127,000	101,372	131,000	135,000
86200	Century Court Interest (\$2M)	67,380	46,452	24,046	44,966	24,000
86300	Paying Agent & Other Debt Fees	20,264	20,098	20,296	20,000	20,000
<b>Total Solid Waste Debt Service</b>		<b>682,757</b>	<b>627,076</b>	<b>435,820</b>	<b>648,303</b>	<b>587,000</b>
<b>49120</b>	<b>ROAD IMPACT DEBT SERVICE</b>					
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
86100	Refund 98 (04) Road Bonds - Principal	426,250	434,500	448,250	448,250	459,250
86200	Refund 98 (04) Road Bonds - Interest	114,345	104,651	92,496	92,496	78,884
86100	Refund 98 (05) Road Bonds - Principal	475,000	495,000	510,000	510,000	525,000
86200	Refund 98 (05) Road Bonds - Interest	60,150	45,900	31,050	31,050	15,750
86100	McEwen ROW (\$2m) - Principal	86,000	96,000	112,500	112,500	114,750
86200	McEwen ROW (\$2m) - Interest	63,692	60,497	66,000	65,723	61,309
86100	Road Bonds 2007 (\$10m) - Principal	0	0	0	0	0
86200	Road Bonds 2007 (\$10m) - Interest	109,279	373,060	399,000	399,000	399,000
86100	New Bonds 2009 - Principal (10M)	0	0	0	0	318,800
86200	New Bonds 2009 - Interest (10M)	0	0	478,125	122,500	212,000
86300	Paying Agent & Other Debt Fees	18,080	37,472	56,000	40,000	40,000
<b>Total Road Impact Debt Service</b>		<b>1,352,796</b>	<b>1,647,080</b>	<b>2,193,421</b>	<b>1,821,519</b>	<b>2,224,743</b>
<b>49130</b>	<b>HOTEL/MOTEL TAX DEBT SERVICE</b>					
		Actual 2007	Actual 2008	Budgeted 2009	Estimated Actual 2009	Budgeted 2010
86100	Conference Center Bonds - Principal	420,000	435,000	455,000	455,000	475,000
86200	Conference Center Bonds - Interest	126,475	112,038	95,325	95,325	76,725
86100	Harlinsdale Acquisition Bonds 04 (\$8m) - Principal	210,000	235,000	260,000	260,000	290,000
86200	Harlinsdale Acquisition Bonds 04 (\$8m) - Interest	295,494	291,294	285,419	285,419	278,269
86100	Eastern Flank Acquisition Bonds 05 (\$2.5m) - Principal	129,000	144,000	137,500	137,500	140,250
86200	Eastern Flank Acquisition Bonds 05 (\$2.5m) - Interest	95,538	90,746	80,327	80,327	74,933
86100	2009 Harlinsdale/Battlefield/Greenway/Streetscape Bonds (\$5m) - Principal	0	0	0	0	159,400
86200	2009 Harlinsdale/Battlefield/Greenway/Streetscape Bonds (\$5m) - Interest	0	0	161,000	61,250	106,000
86300	Paying Agent & Other Debt Fees	1,072	717	1,000	1,000	1,000
<b>Total Hotel/Motel Debt Service</b>		<b>1,277,579</b>	<b>1,308,795</b>	<b>1,475,571</b>	<b>1,375,821</b>	<b>1,601,577</b>
<b>Total Debt Service</b>						<b>7,465,611</b>
<b>Total Unallocated Balance</b>						<b>5,000</b>

## Expenditures for Operating All Funds

<u>Fund</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>Change \$</u>	<u>Change %</u>	<u>% of Total</u>
General	57,321,034	51,539,520	(5,781,514)	-10.1%	69.7%
Street Aid	3,171,855	2,500,000	(671,855)	-21.2%	3.4%
Solid Waste	8,176,563	7,517,615	(658,948)	-8.1%	10.2%
Road Impact Fes	2,193,421	2,224,743	31,322	1.4%	3.0%
Facilities Tax	8,258,746	1,312,000	(6,946,746)	-84.1%	1.8%
Stormwater	1,342,331	1,250,006	(92,325)	-6.9%	1.7%
Drug	73,600	90,210	16,610	22.6%	0.1%
Hotel/Motel Tax	1,852,150	1,972,086	119,936	6.5%	2.7%
Transit System	1,082,615	1,010,964	(71,651)	-6.6%	1.4%
CDBG	270,070	275,502	5,432	2.0%	0.4%
Debt Service (new)	0	7,465,611	7,465,611	n/a	10.1%
Less: Interfund Transfers	(3,429,011)	(3,214,872)	214,139	-6.2%	-4.3%
<b>All Funds</b>	<b>80,313,374</b>	<b>73,943,385</b>	<b>(6,369,989)</b>	<b>-7.9%</b>	<b>100.0%</b>



**CITY OF FRANKLIN, TN  
EXECUTIVE SUMMARY  
GENERAL FUND REVENUES & EXPENDITURES  
FISCAL YEARS 2009 & 2010**

REVENUES	BUDGET		
	FY 09	FY 10	Percent
Local Taxes	38,979,500	36,746,609	-5.7%
Licenses & Permits	3,822,267	2,954,400	-22.7%
Intergovernmental Revenue	8,466,380	8,586,307	1.4%
Charges for Services	42,875	55,000	28.3%
Fines & Forfeitures	837,525	1,108,000	32.3%
Uses of Money & Property	1,775,550	1,109,000	-37.5%
	<b>53,924,097</b>	<b>50,559,316</b>	<b>3.4%</b>

CATEGORY	PERCENT OF TOTAL BUDGET		
	FY 09	FY 10	Change
Personnel	64.7%	70.7%	9.2%
Operations	27.9%	24.8%	-11.1%
Capital	7.4%	4.6%	-38.8%
Total	100.0%	100.0%	

EXPENDITURES	TOTAL BUDGET			PERSONNEL			OPERATIONS			CAPITAL		
	FY 09	FY 10	Percent	FY 09	FY 10	Percent	FY 09	FY 10	Percent	FY 09	FY 10	Percent
Department												
Elected Officials	168,227	190,687	13.4%	145,840	123,300	-15.5%	22,387	67,387	201.0%	0	0	---
Administration	819,839	628,924	-23.3%	564,342	421,964	-25.2%	231,497	206,960	-10.6%	24,000	0	-100.0%
Administration-CIP	---	240,755	---	---	219,851	---	---	20,904	---	---	0	---
Human Resources	933,324	871,237	-6.7%	619,011	587,156	-5.1%	292,313	284,081	-2.8%	22,000	0	-100.0%
Law	299,594	419,803	40.1%	223,696	293,438	31.2%	75,898	126,365	66.5%	0	0	---
Communications	133,376	277,836	108.3%	101,634	244,161	140.2%	31,742	33,675	6.1%	0	0	---
Parks	2,454,814	2,532,638	3.2%	1,714,913	1,728,638	0.8%	621,401	628,200	1.1%	118,500	175,800	48.4%
Police	14,500,426	14,878,303	2.6%	11,926,574	11,819,407	-0.9%	1,582,052	2,427,498	53.4%	991,800	631,398	-36.3%
Fire	13,300,678	12,188,511	-8.4%	11,080,232	10,937,472	-1.3%	1,241,312	1,206,039	-2.8%	979,134	45,000	-95.4%
Finance	966,580	877,699	-9.2%	820,453	727,968	-11.3%	146,127	129,731	-11.2%	0	20,000	---
MIT	2,095,959	1,936,923	-7.6%	1,295,510	1,198,294	-7.5%	670,449	658,629	-1.8%	130,000	80,000	-38.5%
Purchasing	144,463	148,405	2.7%	145,296	142,534	-1.9%	-833	5,871	-804.8%	0	0	---
Recorder's Office	1,189,325	1,084,171	-8.8%	788,874	776,587	-1.6%	380,451	307,584	-19.2%	20,000	0	-100.0%
Facilities Maint	784,382	815,467	4.0%	379,512	393,070	3.6%	258,591	331,800	28.3%	146,279	90,597	-38.1%
Court	246,953	294,931	19.4%	198,903	194,371	-2.3%	48,050	100,560	109.3%	0	0	---
Codes	2,032,951	1,907,447	-6.2%	1,841,270	1,728,136	-6.1%	191,681	179,311	-6.5%	0	0	---
Planning	1,575,028	1,508,985	-4.2%	1,197,805	1,374,865	14.8%	377,223	134,120	-64.4%	0	0	---
Engineering	1,343,978	644,026	-52.1%	1,099,155	569,337	-48.2%	219,823	74,689	-66.0%	25,000	0	-100.0%
Engineering-TOC	1,028,634	1,273,112	23.8%	225,592	223,827	-0.8%	-216,958	71,285	-132.9%	1,020,000	978,000	-4.1%
Street	3,768,936	3,634,595	-3.6%	2,125,907	2,135,706	0.5%	1,196,029	1,430,889	19.6%	447,000	68,000	-84.8%
Street-Traffic	1,238,016	1,227,781	-0.8%	557,600	555,641	-0.4%	338,416	415,140	22.7%	342,000	257,000	-24.9%
General Expense	1,387,452	289,526	-79.1%	23,511	23,510	0.0%	1,363,941	266,016	-80.5%	0	0	---
Debt Service	2,923,004	0	-100.0%	0	0	---	2,923,004	0	-100.0%	0	0	---
Appropriations	454,910	409,475	-10.0%	0	0	---	454,910	409,475	-10.0%	0	0	---
Economic Development	101,174	43,411	-57.1%	0	0	---	101,174	43,411	-57.1%	0	0	---
Transfer to Other Funds	3,429,011	3,214,872	-6.2%	0	0	---	3,429,011	3,214,872	-6.2%	0	0	---
	<b>57,321,034</b>	<b>51,539,520</b>	<b>-165.8%</b>	<b>37,075,630</b>	<b>36,419,233</b>	<b>1</b>	<b>15,979,691</b>	<b>12,774,492</b>	<b>-868.8%</b>	<b>4,265,713</b>	<b>2,345,795</b>	<b>-673.7%</b>

Allocation from F/B	3,396,937	980,204	-71.1%
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**CITY OF FRANKLIN, TN  
EXECUTIVE SUMMARY  
SPECIAL REVENUE AND DEBT SERVICE FUNDS  
FISCAL YEARS 2009 & 2010**

REVENUES	TOTAL BUDGET		
Fund	2009	2010	Percent
Street Aid & Trans	2,688,556	2,500,000	-7.0%
Solid Waste	8,176,563	7,517,615	-8.1%
Road Impact	5,723,639	3,932,120	-31.3%
Facilities Tax	7,075,639	3,475,562	-50.9%
Stormwater Mgmt	5,657,042	6,967,844	23.2%
Drug Fund	465,521	654,840	40.7%
Hotel/Motel Tax	3,676,596	3,567,666	-3.0%
Transit System	641,772	655,814	2.2%
CDBG Grant	270,070	275,502	---
Debt Service	---	7,470,610	---
	34,375,397	37,017,573	7.7%

EXPENDITURES	TOTAL BUDGET			PERSONNEL			OPERATIONS			CAPITAL		
Fund	2009	2010	Percent	2009	2010	Percent	2009	2010	Percent	2009	2010	Percent
Street Aid & Trans	3,171,855	2,500,000	-21.2%	0	0	---	2,220,000	2,500,000	---	951,855	0	-100.0%
Solid Waste	8,176,563	7,517,615	-8.1%	3,779,541	3,474,730	-8.1%	3,091,553	3,374,885	9.2%	1,305,468	668,000	-48.8%
Road Impact	2,193,421	2,224,743	1.4%	0	0	---	2,193,421	2,224,743	1.4%	0	0	---
Facilities Tax	8,258,746	1,312,000	-84.1%	0	0	---	40,000	0	-100.0%	8,218,746	1,312,000	-84.0%
Stormwater Mgmt	1,342,331	1,250,006	-6.9%	621,561	634,672	2.1%	341,735	449,334	31.5%	379,035	166,000	-56.2%
Drug Fund	73,600	90,210	22.6%	0	0	---	73,600	75,210	2.2%	0	15,000	---
Hotel/Motel Tax	1,852,150	1,972,086	6.5%	0	0	---	1,852,150	1,972,086	6.5%	0	0	---
Transit System	1,082,615	1,010,964	-6.6%	0	0	---	1,082,615	1,010,964	-6.6%	0	0	---
CDBG Grant	270,070	275,502	2.0%	0	0	---	270,070	275,502	---	0	0	---
Debt Service	---	7,465,611	---	0	0	---	---	7,465,611	---	0	0	---
	26,421,350	25,618,736	-3.0%	4,401,102	4,109,402	-6.6%	11,165,145	19,348,334	73.3%	10,855,104	2,161,000	-80.1%

FUND BALANCE	TOTAL BUDGET		
Fund	2009	2010	Percent
Street Aid & Trans	(483,299)	0	14.2%
Solid Waste	0	0	0.0%
Road Impact	3,530,218	1,707,377	-32.7%
Facilities Tax	(1,183,107)	2,163,562	33.2%
Stormwater Mgmt	4,314,711	5,717,837	30.0%
Drug Fund	391,921	564,630	18.1%
Hotel/Motel Tax	1,824,446	1,595,580	-9.4%
Transit System	(440,843)	(355,150)	8.8%
CDBG Grant	0	0	---
Debt Service	---	5,000	---
	7,954,046	11,398,836	43.3%





HISTORIC  
**FRANKLIN**  
TENNESSEE

# **APPENDICES**

## **APPENDIX A - CAPITAL**

The majority of capital investment projects will be determined at a later date by the Board of Mayor & Aldermen after input from the Capital Investment Committee. However, there are some capital items that remain part of the operating budget. Those items include vehicles, equipment, and some projects that are funded by grants.

Most of the capital in this year's General Fund relate to two specific items. First is a major improvement in the Traffic Operations Center due to funding through the Tennessee Department of Transportation through their Intelligent Transportation Initiative. The entire grant amount is included in the expenditures, but a large portion will be reimbursed from the grant.

The second major category is replacement vehicles for the Police Department. Approximately \$630,000 is proposed to fund the replacement cars for one year of a seven year replacement program. This replacement cycle has been stretched in the last two years because of the reductions in revenues.

Listed on the following pages are the items proposed to be funded in FY2009-2010 from the General, Facilities Tax, Stormwater, Drug, and Solid Waste funds.

The following is the list of capital expenditures in the fiscal year 2009-2010 budget. It is arranged by type to allow similar projects or items to be located easier.

**City of Franklin  
2009-2010 Fiscal Year Budget  
Capital Listing - General and Special Funds**

**89200 - Buildings**

**89220 - Building Design & Construction**

Fund	Dept	Division	CIP Project Name	Project Number	Budget 2010
Facilities	Fire		Fire Station 8		1,092,500
					1,092,500

**89230 - Building Improvements**

Fund	Dept	Division	CIP Project Name	Project Number	Budget 2010
General	Project and Facilities Mgmt		Post Office improvements		60,000
General	Project and Facilities Mgmt		Old Old Jail improvements		20,000
					80,000

**89400 - Infrastructure**

**89470 - Traffic Signals**

Fund	Dept	Division	CIP Project Name	Project Number	Budget 2010
General	Streets-Traffic		Uninterruptible Power Supply/Battery Back up		40,000
General	Streets-Traffic		LED Lenses		6,000
General	Streets-Traffic		Signal Cabinets		25,000
General	Streets-Traffic		EDI Monitors and Eagle Traffic Controllers		30,000
General	Streets-Traffic		Internally Illuminated Street Name Signs (Lighted Street Signs)		80,000
					181,000

**89480 - Streetlights**

Fund	Dept	Division	CIP Project Name	Project Number	Budget 2010
General	Streets-Traffic		Interstate Lighting		50,000
					50,000

**City of Franklin  
2009-2010 Fiscal Year Budget  
Capital Listing - General and Special Funds**

**89500 - Equipment (>\$10,000)**

**89520 - Vehicles (> \$10,000)**

Fund	Dept	Division	CIP Project Name	Project Number	Budget 2010
General	Parks		Replacement vehicle: Small Facilities Truck		14,500
General	Parks		Landscaping Truck		55,000
General	Police		26 Replacement Patrol Vehicles		631,398
General	Streets		Replacement Truck 3 Qtr. Ton		26,000
General	Streets-Traffic		Pick-up Truck		26,000
Solid Waste	Solid Waste	Admin	Replace unit 199-SUV		15,000
Solid Waste	Solid Waste	Coll	Mini-Packer (replacement)		83,000
Solid Waste	Solid Waste	Coll	Front-end Loader (replacement)		225,000
Solid Waste	Solid Waste	Disposal	Loader (replacement)		170,000
Solid Waste	Solid Waste	Disposal	Backhoe (replacement)		80,000
Solid Waste	Solid Waste	Disposal	Transfer Trailer (replacement)		95,000
Facilities	Fire	Supp	Tanker 25% Down	42200TBD	62,500
Facilities	Fire	Supp	Ladder 8	422000809	74,000
Facilities	Solid Waste	Collection	Mini-Packer (new)		83,000
Stormwater	Stormwater		Pickup Truck for Stormwater Inspector-Streets		26,000
Stormwater	Stormwater		Sweeper for Downtown Streets (Small Unit)		140,000
					1,806,398

**89530 - Machinery & Equipment (> \$10,000)**

Fund	Dept	Division	CIP Project Name	Project Number	Budget 2010
General	Project and Facilities Mgmt		Equipment		10,597
General	MIT		Fiber Maintenance Equipment		65,000
General	Parks		Replacement Mower: \$9,000; Athletic Equipment Drag (replacement): \$12,000; Reel Mower for Athletic Fields: (Lease \$358/month for 48 months: \$4,300yr); Replacement Athletic Field Fencing @ Fieldstone Park		106,300
General	Fire		Thermal Imaging Cameras	422000820	30,000
General	Fire		New LifePak 12		15,000
General	TOC		TOC Phase 3 (Software) - Carryover	416100301	400,000
General	TOC		TOC Phase 3 Infrastructure - Carryover		358,000
General	TOC		Traffic Signal Upgrade Program		220,000
General	Streets		Leaf Vacuum Machine		42,000
Drug	Police		Video Surveillance and recording equipment for surveillance van.		15,000
<b>Total 89500 - Equipment (&gt; \$10,000)</b>					<b>1,261,897</b>

**89550 - Computer Software (>\$10,000)**

Fund	Dept	Division	CIP Project Name	Project Number	Budget 2010
General	Finance		Great Plains Financial Add-Ons	415000803	20,000
General	MIT		Hansen Roadmap to version 8.2		15,000
					35,000

**Total Capital**

**4,506,795**

## **APPENDIX B - GLOSSARY OF TERMS**

**APPRAISED VALUE:** The estimate of fair market value assigned to property by the Williamson County Tax Assessor.

**APPROPRIATION:** An authorization granted by the Board of Mayor and Aldermen to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

**APPROVED BUDGET:** Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the Board of Mayor and Aldermen.

**ASSESSED VALUATION:** 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.

**BUDGET:** A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services. The City's budget is adopted annually.

**BUDGET AMENDMENT:** A formal change of budgeted appropriations requiring 3 readings by the Board of Mayor and Aldermen.

**BUDGET CALENDAR:** The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT:** The official written statement prepared by the City staff reflecting the decisions made by the Board in their budget deliberations

**BUDGET MESSAGE:** A general discussion of the budget which provides the Board of Mayor and Aldermen and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Administrator.

**BUDGET ORDINANCE:** The schedule of revenues and expenditures for the upcoming fiscal year by fund which is

adopted by the Board of Mayor and Aldermen each year.

**CAPITAL INVESTMENT FUND:** Used to account for acquisition and/or construction of major capital projects, including buildings, parks, streets, bridges and other City facilities, infrastructure, and equipment. The primary revenue sources in this fund are bond proceeds, grant receipts, and developer contributions.

**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 \$10,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software.

**CHARTER:** The private act of the Tennessee General Assembly of 1903 which grants unto a body politic to be the City of Franklin.

**CODE:** A compilation of ordinances as adopted and approved by the Board of Mayor and Aldermen.

**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. It is also the legal level of budgetary control for the City.

**DRUG FUND:** Used to account for drug related fines and confiscations received and usage of these monies to further drug investigations.

**ENTERPRISE FUND:** A grouping of activities whose expenditures are wholly offset by revenues collected from user fees or charges. The Water and Wastewater Fund is an example.

**EXPENDITURE:** The outlay of or obligation to pay cash; a decrease in net financial resources.

**FACILITIES TAX FUND:** A special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended only upon police, fire, solid waste, and parks and recreation.

**FISCAL YEAR:** The time period beginning on July 1st of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

**FULL-TIME EQUIVALENT POSITION (F.T.E.):** A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a seasonal employee working for four months, or 690 hours, would be equivalent to .3 of a full-time position.

**FUND:** A fund is a fiscal and accounting entity with a self balancing set of accounts.

**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.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

**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).

**OBJECTIVE:** A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING AND CAPITAL BUDGET:** This is the City's financial plan which outlines proposed personnel, operating, and capital expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**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 \$10,000 (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 MEASUREMENT:** 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 \$0.434 per \$100 of assessed valuation.

**PROPRIETARY FUND:** The Water and Wastewater fund is the only proprietary fund (where user charges and fees typically cover the cost of the services provided) within the City. Its financial plan is included in a separate budget document.

**PROPOSED BUDGET:** Term used to describe revenues and expenditures for the upcoming year beginning July 1 as proposed by the City Administrator to the Board of Mayor and Aldermen for approval.

**REVENUE:** Income received from various sources used to finance government services. For example, local sales tax revenue.

**REVENUE BONDS:** Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

**ROAD IMPACT FUND:** A special revenue fund used to account for proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to assess and collect fees on new development thereby requiring the developer to pay for the costs of new road improvements.

**SOLID WASTE FUND:** A special revenue fund used to account for the City's solid waste collection, fleet maintenance, and disposal operations. Its primary sources of revenue are user charges and an operating subsidy from the general fund.

**SPECIAL REVENUE FUND:** Special revenue funds are used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance

requires that specific taxes or special revenue sources are to be used to finance a particular activity.

**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 valuation 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.



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TENNESSEE

# **APPENDIX C - EXPENDITURE CLASSIFICATIONS**

The budget is presented in a format showing expenditure classifications within the three (3) major categories: Personnel, Operations, and Capital. These classifications, shown in **bold** below, are the level of expenditures budgeted within each department and fund.

## **The classifications budgeted under Personnel are:**

### **81100 SALARIES & WAGES**

Amounts paid to both permanent and temporary City employees, including personnel substituting for those in permanent positions. This category includes gross salary for personal services rendered while on the payroll of the City.

#### **81110 REGULAR PAY**

Full-time, part-time, and prorated portions of the costs for work performed by employees of the City.

#### **81120 OVERTIME PAY**

Amounts paid to employees of the City in either temporary or permanent positions for work performed in addition to the normal work period for which the employee is compensated.

#### **81130 COURT OVERTIME PAY**

Amounts paid to police employees for time spent testifying in court.

#### **81150 TEMPORARY WORK BY NON-CITY EMPLOYEES**

Work performed by non-City employees on a temporary or substitute basis.

#### **81160 CENSUS WORKERS**

Work performed by either City or non-City employees in performing census activities.

### **81200 OFFICIALS FEES**

Amounts paid to the Board of Mayor and Aldermen, City judge, and officials of commissions and other boards.

#### **81210 BOARD OF MAYOR & ALDERMEN**

Amounts paid to the Board of Mayor and Aldermen for Board and committee meetings.

#### **81220 CITY JUDGE**

Salary amounts paid to City judge.

#### **81230 PLANNING COMMISSION & BOZA**

Amounts paid to City's Planning Commission and Board of Zoning Appeals Members.

#### **81250 JUDICIAL COMMISSION – WARRANTS**

Amounts paid to county for warrant handling.

- 81400 EMPLOYEE BENEFITS**  
 Amounts paid by the City on behalf of employees; these amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, although not paid directly to employees, are part of the cost of personal services.
- 81410 FICA (EMPLOYER'S SHARE)  
 Employer's share of social security paid by the City.
- 81420 MEDICAL PREMIUMS  
 Any insurance claims and administrative fees for medical insurance coverage offered by the City.
- 81430 GROUP INSURANCE PREMIUMS  
 Any group insurance premiums for life, disability and dental insurance coverages offered by the City.
- 81440 EMPLOYEE INSURANCE CONTRIBUTIONS  
 Employee contributions for various insurance coverages offered by the City.
- 81450 RETIREMENT CONTRIBUTIONS  
 Any contributions the employee retirement system offered by the City.
- 81460 UNEMPLOYMENT CLAIMS  
 Amounts paid by the City to provide unemployment compensation claims of former employees.
- 81470 WORKERS COMPENSATION  
 Amounts paid by the City to provide workers compensation insurance for its employees, including claims. These charges may be distributed to functions in accordance with the budget.
- 81480 TOOL ALLOWANCE  
 Non-taxable benefit paid to Fleet Maintenance employees who use personal tools in performance of their work.
- 81481 CLOTHING ALLOWANCE  
 Taxable benefit of up to \$550 per fiscal year paid to police employees who wear "street clothes" in the performance of their duties.
- 81482 CAR ALLOWANCE  
 Taxable benefit of up to \$2,400 per fiscal year paid to department heads who drive their own personal vehicle in the performance of their job-related duties.
- 81490 MOVING EXPENSES  
 Benefit offered to some prospective employees as part of an employment package. Depending on the expenses incurred, the benefit may be taxable or non-taxable.

**The classifications budgeted under Operations are:**

- 82100      TRANSPORTATION CHARGES**  
Charges for transport services needed for City operations
- 82110      MAILING & OUTBOUND SHIPPING SERVICES  
Amounts paid for postage and related items. Includes metered postage, postage stamps, postage applied by a third-party vendor, fees for courier and metering services, and fees for outbound packages sent by shipping companies, as well as P.O. Box rentals.
- 82120      FREIGHT FOR INBOUND PURCHASED ITEMS  
Amounts paid for the transport and/or delivery of inbound purchased goods if such service is invoiced by a vendor other than the vendor that invoiced for the purchased goods.
- 82130      VEHICLE LICENSES & TITLES  
Amounts paid for titles and licensing of City vehicles.
- 82140      VEHICLE TOW-IN SERVICES  
Amounts paid for necessary towing of City vehicles.
  
- 82200      OPERATING SERVICES**  
Services necessary for the ongoing operations of the City.
- 82210      PRINTING & COPYING SERVICES, OUTSOURCED  
Cost of having vendors print and/or copy City documents and publications. Includes cost of paper. Ex.: Annual reports, budgets, letterhead, business cards, forms, etc. Does NOT include expenses related to operating in-house printers and/or copiers (use 82620 for service and maintenance of such equipment, and 83110 for supplies like paper and toner for such equipment).
- 82230      ARCHIVING / RECORDS MANAGEMENT SERVICES  
Amounts paid for archiving and records management.
- 82240      TRANSCRIPTION FEES  
Amounts paid to for legal transcription, including preparing legal documents from written or dictated information.
- 82245      FINGERPRINTING FEES  
Cost incurred by the police department in providing fingerprinting services.
- 82250      TESTING & PHYSICALS  
Cost incurred for any type of testing or physical (employment physicals, drug testing, promotional testing, etc.).
- 82255      INVESTIGATIVE POLYGRAPHS  
Costs incurred by police department for investigative polygraphs.
- 82260      UNIFORM RENTAL & SERVICES  
Costs incurred for uniform rental and/or uniform-related services rendered, including garment cleaning and repairs. (Does NOT include costs incurred for uniforms purchased by a department, such as garments, work shoes and/or boots, and other uniform-related items; see 83260.)
- 82270      LANDFILL & BIOSOLIDS MANAGEMENT SERVICES  
Cost incurred for disposal of solid waste and biosolids at landfill sites.
- 82280      LAB FEES  
Costs incurred for lab testing.

- 82299 OTHER OPERATING SERVICES  
Costs of all other operating services not listed above.
- 82300 NOTICES, SUBSCRIPTIONS, PUBLICITY**  
Costs incurred by City for public notices, dues and subscriptions, promotion, elections, and surveys.
- 82310 LEGAL NOTICES  
Cost of publishing legal notices in newspapers. Ex.: employment, bids, etc.
- 82320 CITY ELECTIONS  
Costs associated with the holding of City elections.
- 82330 CITIZENS ACADEMIES  
Costs associated with conducting citizens academies.
- 82340 LEADERSHIP RETREATS  
Costs associated with retreats held for elected officials or administrative leaders.
- 82350 DUES FOR MEMBERSHIPS  
Cost of work-related membership dues, both organizational and individual, in professional / trade associations and/or civic groups.
- 82355 PROFESSIONAL STANDARDS / ACCREDITATION  
Cost of departments maintaining professional standards and accreditation.
- 82360 PUBLIC RELATIONS & EDUCATION (CITY SPONSORED)  
Costs related to City-sponsored public relations and citizen education. Includes the cost of announcements in professional publications, newspapers or broadcasts over radio and television.
- 82370 PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSORED)  
Expenditures for participating in various promotions and special events, usually sponsored by organizations other than the City.
- 82371 EMERGENCY RELIEF  
Expenditures for supporting relief efforts for disasters and/or emergencies.
- 82372 UNITED WAY CAMPAIGN  
Expenditures (using registration fees, sponsorship donations and other sources of funds deposited to this account) related to the City's annual United Way campaign. Does not include expenditures for items donated by the City for the campaign.
- 82380 HOUSEHOLD & BUSINESS SURVEYS  
Costs related to surveys of Franklin citizens and businesses.
- 82385 SPECIAL CENSUS  
Costs related to performing special counts of the City population.
- 82390 PUBLICATIONS, NON-TRAINING  
Includes subscriptions to published periodicals, both printed and electronic, as well as other printed material such as pamphlets, books, audios and videos. Does NOT include multiple copies of pamphlets, books, audios and videos used for training purposes (see 83210). Use Computer Services (82510) for computer software subscriptions.

- 82400 UTILITIES**  
Expenditures for energy, including gas, oil, coal, gasoline, and services received from public or private utility companies.
- 82410 ELECTRIC SERVICE  
Expenditures for electric utility services.
- 82415 ELECTRIC SERVICE – STREETLIGHTS  
Costs for electric service for streetlights within the City.
- 82420 WATER & WASTEWATER SERVICE  
Costs for water & wastewater service. (Currently, this is not billed to departments).
- 82430 STORMWATER SERVICE  
Costs incurred by departments for stormwater drainage provided by the City.
- 82440 NATURAL GAS SERVICE  
Expenditures for gas utility services.
- 82450 TELEPHONE SERVICE  
Cost for regular local and long distance service.
- 82451 800 MHZ ACCESS LINE SERVICE  
Cost for 800 MHZ (radio usage) telephone service. As of 1/9/2007, this cost is allocated as follows: Police (50.3%), Parks (2.2%), Risk Management (0.2%), Codes (3.1%), Fire (16.8%), Water Billing (0.9%), Water / Wastewater (9.2%), Streets (6.3%), Solid Waste (9.9%), Engineering (0.7%), and Administration (0.4%).
- 82455 CELLULAR TELEPHONE SERVICE  
Cost for employees' cellular telephone service.
- 82460 PAGER SERVICE  
Cost for employees' pager service.
- 82470 INTERNET AND RELATED SERVICES  
Cost for internet and related services.
- 82480 9-1-1 CHARGES  
Cost incurred connected to 9-1-1 service.
- 82481 CDPD CHARGES  
Cost incurred for CDPD (Cellular Digital Packet Data) charges.
- 82482 DOPPLER RADAR CHARGES  
Service cost incurred for access to Doppler radar.
- 82483 CONNECTION CHARGES  
Charges for service connections not covered elsewhere. Includes Fire-Training Satellite.
- 82500 CONTRACTUAL SERVICES**  
Amounts paid for services rendered by organizations or personnel not on the payroll of the City. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided.
- 82510 COMPUTER SERVICES  
Cost of computer service and periodic software maintenance, license and subscription fees. Compare with computer software (83550 & 89550).



- 82520 LEGAL SERVICES  
Cost of legal services provided by City attorney(s) and other attorneys.
- 82530 AUDIT SERVICES  
Cost of auditing services (financial and performance).
- 82540 ENGINEERING SERVICES  
Cost of engineering services in anticipation of a project.
- 82550 AERIAL PHOTOGRAPHY / MAPPING SERVICES  
Cost of aerial photography for GIS and other mapping of the City (such as for tree inventories).
- 82560 CONSULTANT SERVICES  
Other professional, technical, or administrative services not covered elsewhere.
- 82599 OTHER CONTRACTUAL SERVICES  
Services purchased to operate, repair, maintain and rent property owned or used by the City. These services are performed by persons other than City employees. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided.
- 82600 REPAIR & MAINTENANCE SERVICES**  
Expenditures for repair and Maintenance services not provided directly by City personnel.
- 82610 VEHICLE REPAIR & MAINTENANCE SERVICES  
Maintenance services of City vehicles by non-City employees.
- 82620 EQUIPMENT REPAIR & MAINTENANCE SERVICES  
Maintenance services of equipment by non-City employees. Includes maintenance agreements for in-house printers and copiers.
- 82630 WATER HYDRANT MAINTENANCE SERVICES  
Maintenance services of City water hydrants (a.k.a., fire hydrants).
- 82640 PAVING & REPAIR SERVICES  
Maintenance services of City owned streets. Costs over \$10,000 are considered capital.
- 82641 TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICES  
Maintenance services of City traffic signals.
- 82642 STREETLIGHT REPAIR & MAINTENANCE SERVICES  
Maintenance services of streetlights in City.
- 82643 SIGN MAINTENANCE SERVICES  
Maintenance services of City signs.
- 82644 TRAFFIC CALMING SERVICES  
Maintenance services to provide traffic calming, such as speed humps.
- 82645 STORMWATER MAINTENANCE SERVICES  
Maintenance services to stormwater drainage system.
- 82650 PARK & FIELD MAINTENANCE SERVICES  
Maintenance services to maintain City parks and sports fields.
- 82651 PARK & FIELD ELECTRICAL MAINTENANCE SERVICES  
Maintenance services for electrical devices at City parks and sports fields.
- 82652 LANDSCAPING SERVICES  
Maintenance services for landscaping City owned property or easements.

- 82653      **IRRIGATION SERVICES**  
Maintenance services for providing irrigation to City owned property or easements.
- 82654      **GROUNDS MAINTENANCE SERVICES**  
Maintenance services to maintain areas around City owned property or easements.
- 82660      **BUILDING REPAIR & MAINTENANCE SERVICES**  
Services purchased to clean, repair or maintain buildings (apart from services provided by City employees). Includes security system monitoring, repairs performed by contractors to HVAC, electrical and plumbing systems, etc.
- 82683      **WATER TANK MAINTENANCE SERVICES**  
Maintenance services for water tanks.
- 82684      **PUMP STATION REPAIR SERVICES**  
Maintenance services for pump stations.
- 82699      **OTHER REPAIR & MAINTENANCE SERVICES**  
Any other repair and maintenance service not covered elsewhere.
- 82700      EMPLOYEE PROGRAMS**  
Primarily administered by Human Resources, these are programs established for employee development.
- 82710      **RETIREMENT SERVICES**  
Services provided to aid employees in retirement planning.
- 82720      **TUITION ASSISTANCE PROGRAM**  
Amounts reimbursed by the City to any employee qualifying for tuition reimbursement, based upon City policy.
- 82730      **EMPLOYEE ASSISTANCE PROGRAM**  
Services provided to provide needed assistance to individual employees.
- 82740      **EMPLOYEE WELLNESS PROGRAM**  
Services provided to provide wellness education and steps to employees.
- 82750      **EMPLOYEE RECOGNITION / RECEPTIONS**  
Recognition and receptions provided to employees to reward job performance.
- 82780      **TRAINING, OUTSIDE**  
Required training provided to employees outside of City premises.
- 82790      **TRAINING, IN-HOUSE**  
Required training provided to employees on City premises. Includes cost of instructor(s) travel to conduct training on site.
- 82800      PROFESSIONAL DEVELOPMENT / TRAVEL**  
Expenditures for transportation, meals, hotel, and other expenses associated with staff travel for the City. Payments for per diem in lieu of reimbursements for subsistence (room and board) also are charged here.
- 82810      **REGISTRATIONS**  
Costs for registrations to conferences, seminars, etc.

- 82820 **GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)**  
Expenses related to ground transportation for travel outside of Williamson County. Includes costs incurred for using personal vehicle (on a per mile basis), cabs, shuttles, buses, trains, or car rentals. Also includes parking, toll way tolls, fuel for City vehicles used for out-of-county travel, and fuel for rental vehicles used for out-of-county travel. (Fuel for personal vehicle should be purchased by employee; City should then reimburse employee for use of personal vehicle including fuel at the City's then-current mileage rate.)
- 82830 **AIR TRAVEL**  
Costs of travel by airplane, including skycap tips.
- 82840 **LODGING**  
Costs of lodging, including hotel bellhop tips, during travel.
- 82850 **MEALS (OUTSIDE WILLIAMSON COUNTY)**  
Cost of meals, including server tips, incurred outside Williamson County. For meals within Williamson County, see 83140.
- 82890 **OTHER TRAVEL EXPENSES**  
Other travel expenses such as telephone, internet access.
- 82899 **TRAVEL OFFSET**  
Amounts provided to City for staff's participation in professional development. (Ex.: presenter at a conference or seminar.)
- 83100 OFFICE SUPPLIES**  
Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.
- 83110 **OFFICE SUPPLIES**  
Cost of supplies and various other items necessary for the proper operation of an office. Includes: copy / printer paper and toner, writing instruments, legal pads, envelopes, and desk and filing supplies. Does NOT include: printed material (82210), office décor items (83120), furniture (83510 & 89510), equipment (83530 & 89530), computer hardware (83540 & 89540) and computer software (83550 & 89550).
- 83120 **OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)**  
Items purchased to enhance the appearance of work space or offices. Ex.: paintings for wall.
- 83130 **EMPLOYEE BENEVOLENCE ITEMS**  
Items purchased as kindly, good-will and non-compensatory gestures to employees. Ex.: flowers for death within family.
- 83140 **MEALS & FOOD (INSIDE WILLIAMSON COUNTY)**  
Includes the cost of all items of food incurred within Williamson County. Ex.: beverages and related supplies, meeting refreshments, staff luncheons, business meals, meals associated with local training and/or professional development, etc. For meals outside Williamson County, see 82850. For employee recognition and receptions, see 82750.

- 83200 OPERATING SUPPLIES**  
Amounts paid for items that are consumed or deteriorated through use or that lose their identity through fabrication or incorporation into different or more complex units or substances.
- 83210 TRAINING SUPPLIES  
Includes the cost of supplies ordinarily used for classrooms or general education purposes.
- 83220 CHEMICALS & LAB SUPPLIES  
Costs for chemicals as well as items needed for lab testing.
- 83221 ODOR CONTROL CHEMICALS  
Costs for items needed for odor control. Ex.: Water Reclamation Facility; pump stations.
- 83240 MEDICAL SUPPLIES  
Medical, dental, laboratory and scientific - Includes the cost of all items such as bandages, gauze, corks, braces, general dental and optical supplies, glass tubes, cylinders, instruments.
- 83250 SAFETY SUPPLIES  
Cost incurred to enhance safety in the workplace.
- 83260 UNIFORMS PURCHASED  
Costs incurred for uniforms purchased by a department. Includes garments, work shoes and/or boots, and other uniform-related items. (Does not include costs incurred for uniform rental and/or uniform-related services rendered, including garment cleaning and repairs; see 82260.)
- 83265 UNIFORMS, SPECIALIZED  
Cost of specialized uniforms purchased by a department. Ex.: Body armor in police department.
- 83270 CONSUMABLE TOOLS  
Tools used within a department that are not tracked as inventory.
- 83280 FIREARMS & RELATED SUPPLIES  
Includes cost of all firearms and related supplies with unit costs under \$10,000.
- 83281 AMMUNITION  
Cost of ammunition used by the police department.
- 83282 EVIDENCE SUPPLIES  
Cost of supplies used in police department evidence room. All used for any other costs incurred in obtaining evidence.
- 83290 SOLID WASTE CONTAINERS  
Cost of residential containers distributed by the Solid Waste department.
- 83299 OTHER OPERATING SUPPLIES  
Includes the cost of those items necessary for operation of an agency which are not covered in another category. Examples are dishes, silverware, paper cups, household articles, hand tools, mattresses, etc., for an institution; supplies for the print shop; recreational equipment for an institution; barber and beauty supplies, supplies for making employee identification (ID) badges, etc.

- 83300 FUEL & MILEAGE (NON-TRAVEL)**  
Costs of operating vehicles on duty.
- 83310 GASOLINE & DIESEL FUEL FOR FLEET (INSIDE WILLIAMSON COUNTY)  
Cost of fleet fuel used for department operations other than travel.
- 83320 MILEAGE (INSIDE WILLIAMSON COUNTY)  
Standard mileage rate paid to employees for work-related use of their personal vehicle within Williamson County.
- 83400 SUPPLIES PURCHASED FOR RESALE**  
Supplies purchased for use in providing City services.
- 83410 WATER PURCHASED  
Water purchased from Harpeth Valley Utility in providing City water service.
- 83430 RAIN BARRELS PURCHASED  
Rain barrels purchased for resale as part of City's stormwater management program.
- 83500 EQUIPMENT (<\$10,000)**  
Equipment used with an item cost under \$10,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.
- 83510 FURNITURE, FIXTURES (<\$10,000)  
Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost less than \$10,000. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.
- 83520 VEHICLES (<\$10,000)  
All vehicles with unit costs of less than \$10,000. Ex.: trailers, motorcycles. Expenditures for on-road rolling stock with a unit cost less than \$10,000 each, used to transport persons or objects. May include expenditures for permanent improvements to new vehicles that fit this definition prior to placing the vehicle in service for the first time, regardless of cost (e.g., permanent attachments, etc.). Does NOT include off-road rolling stock to which the City does NOT affix a license plate.
- 83530 MACHINERY & EQUIPMENT (<\$10,000)  
Expenditures for machinery and equipment with a unit cost less than \$10,000 each, usually composed of a complex combination of parts. Examples include copiers, electronics, power tools, self-contained breathing apparatus, off-road rolling stock to which the City does NOT affix a license plate, traffic controllers and monitors, and radio equipment. Does NOT include computer hardware and vehicles to which the City affixes a license plate.
- 83540 COMPUTER HARDWARE (<\$10,000)  
All computer hardware with a unit cost of less than \$10,000.

- 83550      **COMPUTER SOFTWARE (<\$10,000)**  
 Non-recurring cost of computer software purchased for less than \$10,000. Compare with computer services (82510) and computer software >\$10,000 (89550).
- 83600      REPAIR & MAINTENANCE PARTS & SUPPLIES**  
 Expenditures for supplies for repair and maintenance services provided directly by City personnel.
- 83610      **VEHICLE PARTS & SUPPLIES**  
 Parts and supplies for vehicle repairs performed directly by City employees.
- 83620      **EQUIPMENT PARTS & SUPPLIES**  
 Parts and supplies for equipment repairs performed directly by City employees.
- 83630      **WATER HYDRANT SUPPLIES**  
 Supplies for City water hydrants (a.k.a., fire hydrants).
- 83640      **PAVING & REPAIR SUPPLIES**  
 Supplies for City owned streets. Costs over \$10,000 are considered capital.
- 83641      **TRAFFIC SIGNAL PARTS & SUPPLIES**  
 Parts and supplies for City traffic signals.
- 83642      **STREETLIGHT PARTS & SUPPLIES**  
 Parts and supplies for City streetlights.
- 83643      **SIGN SUPPLIES**  
 Supplies for City signs.
- 83644      **TRAFFIC CALMING SUPPLIES**  
 Supplies for traffic calming, such as speed humps.
- 83645      **STORMWATER MAINTENANCE SUPPLIES**  
 Supplies for stormwater drainage system. Costs over \$10,000 are considered capital.
- 83650      **PARK & FIELD MAINTENANCE SUPPLIES**  
 Supplies for City parks and sports fields.
- 83651      **PARK & FIELD ELECTRICAL SUPPLIES**  
 Supplies for electrical devices at City parks and sports fields.
- 83652      **LANDSCAPING SUPPLIES**  
 Supplies for landscaping City owned property or easements.
- 83653      **IRRIGATION SUPPLIES**  
 Supplies for irrigation of City owned property or easements.
- 83654      **GROUNDS MAINTENANCE SUPPLIES**  
 Grounds maintenance supplies for areas around City owned property or easements.
- 83660      **BUILDING MAINTENANCE SUPPLIES**  
 Building maintenance supplies to clean or maintain buildings (apart from services). Includes cleaning supplies, kitchen and bathroom supplies, and supplies for remodeling and redecorating. Example: paint and painting supplies. See also 89230 (“Building Improvements.”)
- 83680      **METER REPAIR AND REPLACEMENT SUPPLIES**  
 Repair and replacement of water meters and related supplies.

- 83682 UTILITY LINES REPAIR SUPPLIES  
Repair supplies for City utility lines used for water distribution, wastewater collection and reclaimed water distribution.
- 83683 WATER TANK MAINTENANCE SUPPLIES  
Maintenance supplies for water tanks.
- 83684 PUMP STATION REPAIR SUPPLIES  
Supplies needed for pump stations.
- 83685 OTHER INVENTORY SUPPLIES  
Supplies needed from department inventories not listed elsewhere.
- 83699 OTHER REPAIR AND MAINTENANCE PARTS & SUPPLIES  
Any other repair and maintenance parts and supplies not covered elsewhere.
  
- 84000 OPERATIONAL UNITS**  
Costs incurred by departments for specific operational units or activities.
- 84110 K-9 OPERATIONS  
Operating costs incurred for care of canines.
- 84111 CID OPERATIONS  
Operating costs incurred by Police Department Detective unit.
- 84112 CID VICE OPERATIONS  
Operating costs incurred by Police Department Detective Vice unit.
- 84113 SRT OPERATIONS  
Operating costs incurred by Police Department Special Response unit.
- 84114 DARE OPERATIONS  
Operating costs incurred by Police Department DARE unit.
- 84115 EVIDENCE PURCHASED  
Operating costs incurred by Police Department for evidence purchased.
- 84116 INFORMANTS  
Operating costs incurred by Police Department for informants.
  
- 84117 INCIDENT COMMAND UNIT  
Operating costs incurred for Police Department incident command unit.
- 84118 SEX OFFENDER REGISTRY COSTS  
Operating costs incurred by Police Department for sex offender registry.
- 84119 LICENSE SEIZURE COSTS  
Operating costs incurred by Police Department for license seizures.
- 84121 CENTURY COURT FIRING RANGE OPERATIONS  
Operating costs incurred by Police Department for firing range.
- 84122 CIRT OPERATIONS  
Operating costs incurred by Police Department for its Critical Incident Response Team.
- 84123 DIVE TEAM OPERATIONS  
Operating costs incurred by Police Department for its dive team.
- 84210 CENTURY COURT TRAINING CENTER OPERATIONS  
Operating costs incurred by Fire Department for training center.
- 84310 TRAFFIC OPERATIONS CENTER  
Operating costs incurred by Engineering for Traffic Operations Center.

- 84510 REGION RETENTION / DETENTION PROGRAM  
Operating costs incurred in Stormwater for Retention / Detention Program.
- 84610 CITY SPONSORED TRAINING PROGRAM  
Operating costs incurred for City sponsored training, example: Planning.
- 84615 REGIONAL FIRE TRAINING  
Operating costs incurred for Regional Fire Training.
- 84620 TREE BANK PROGRAM  
For any Tree Bank expenditure, the department should use 110-84620-45900.
- 84910 COOL SPRINGS CONFERENCE CENTER OPERATIONS  
Operating costs (profit / loss) by conference center.
- 84920 2ND AVENUE PARKING GARAGE OPERATIONS  
Operating costs incurred for 2<sup>nd</sup> Avenue Garage operations.
- 84930 4TH AVENUE PARKING GARAGE OPERATIONS  
Operating costs incurred for 4<sup>th</sup> Avenue Garage operations.
- 84940 TRANSIT OPERATIONS  
Operating costs incurred for transit operations.
- 84950 GRANT PROGRAM – BIG READ  
Expenses incurred for the City’s participation in the Big Read program.
- 85100 PROPERTY & LIABILITY COSTS**  
Property and liability costs.
- 85110 PROPERTY & LIABILITY INSURANCE  
Cost of property and liability insurance premiums.
- 85120 PROPERTY DAMAGE COSTS  
Cost for property damage for which City is responsible, less reimbursements and proceeds from insurance settlement, if any.
- 85130 LEGAL SETTLEMENTS  
Cost for legal settlements for which City is responsible.
- 85140 SURETY / NOTARY BONDS  
Cost for providing surety / notary bonds for personnel handling funds.
- 85150 WARRANTIES PURCHASED  
Cost of warranties purchased in lieu of insurance.
- 85190 DEPRECIATION  
Non-cash expenditure pertaining to the decline of asset values over time.
- 85200 RENTALS**  
Costs for renting or leasing land, buildings, equipment, and vehicles.
- 85210 BUILDING & OFFICE RENTAL  
Expenditures for leasing or renting land and buildings for both temporary and long-range use by the City.
- 85220 PROPERTY TAX – RENTAL PROPERTY  
Property taxes paid by the City due to rental of property to taxable organizations.
- 85230 LAND USE RENTAL  
Rental cost of land. Ex.: parking lot, impound lot, etc.



- 85240 **EQUIPMENT RENTAL & LEASES**  
Expenditures for leasing or renting equipment or vehicles for both temporary and long-range use by the City. These expenditures include bus and other vehicle rental when operated by a local capital lease arrangements and other rental agreements.
- 85250 **STORAGE RENTAL**  
Rental cost for storage of City equipment, etc. at a non-City owned facility.
- 85260 **VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY)**  
Rental cost of vehicle(s) to transport persons for City business within Williamson County.
- 85300 PERMITS & FEES**  
Costs incurred by City for necessary permits and fees.
- 85310 **PERMITS**  
Costs related to permits for the City or its employees.
- 85320 **STATE FEES**  
Fees paid to the State of Tennessee. Includes cost of certifying, licensing and credentialing City personnel, cost of obtaining elevator permits, and cost of renewals thereof.
- 85325 **FEDERAL FEES**  
Fees paid to the federal government. Includes cost of fees paid to the U.S. Court System.
- 85330 **UTILITY DISTRICT FEES**  
Costs related specifically to utility district fees.
- 85340 **RECORDING & FILING FEES**  
Costs related specifically to property acquisition recording fees (Sadie Wade, Register of Deeds) and filing fees (Williamson County Circuit Court).
- 85500 FINANCIAL FEES**  
Costs incurred related to financial operations.
- 85510 **BANKING FEES**  
Costs incurred by City for banking fees.
- 85520 **INVESTMENT FEES**  
Costs incurred by City for investments.
- 85530 **E-COMMERCE FEES**  
Costs incurred by City for e-commerce, including credit card processing.
- 85540 **BILLING SERVICES**  
Costs incurred by City for billing services.
- 85550 **CASH SHORT / OVER**  
Non-material, unintentional differences in daily cash deposits.
- 85560 **PRIOR YEAR TAX WRITE-OFFS**  
Amount of prior year taxes written off by the City as non-collectible.
- 85570 **BAD DEBT EXPENSE (NET OF RECOVERIES)**  
Amount of bad debts, net of recoveries, written off by the City as non-collectible.

- 85575 LEAK ADJUSTMENTS  
Adjustments to customer accounts due to leaks.
- 85580 LATE CHARGES  
Costs incurred for late payments.
- 85590 BOND COMPLIANCE  
Costs incurred for compliance with bond requirements.
  
- 85900 OTHER BUSINESS EXPENSES**  
Business-related expenditures not classified elsewhere.
- 85990 MISCELLANEOUS  
Non-recurring expenditures not classified elsewhere.
  
- 86000 DEBT SERVICE**  
Costs incurred by City for outstanding debt.
- 86100 PRINCIPAL  
Amounts owed by City for debt principal.
- 86200 INTEREST  
Amounts owed by City for debt interest.
- 86300 PAYING AGENT & OTHER DEBT FEES  
Amounts owed by City to its paying agents and other debt fees.
- 86400 BOND SALE EXPENSES  
Amounts incurred upon issuance of bonds.
  
- 86500 AMORTIZATION OF BOND PREMIUM  
Reduction of bond premium over the life of a bond issue.
  
- 87000 APPROPRIATIONS**
- 87110 CONTRACTED SERVICES  
Appropriation to organizations for contracted services.
- 87120 APPROPRIATIONS TO GOVERNMENTS  
Appropriations to other governments for services.
- 87130 APPROPRIATIONS TO CIVIC ORGANIZATIONS  
Appropriations to civic organizations providing social services.
  
- 88000 TRANSFERS TO OTHER FUNDS**  
Interfund transfers are financial outflows to other funds of the City that are not classified as interfund services provided and used, reimbursements, or loans.
- 88020 TRANSFER TO STREET AID & TRANSPORTATION FUND
- 88030 TRANSFER TO SOLID WASTE FUND
- 88040 TRANSFER TO ROAD IMPACT FUND
- 88050 TRANSFER TO FACILITIES TAX FUND
- 88060 TRANSFER TO STORMWATER MANAGEMENT FUND
- 88070 TRANSFER TO DRUG FUND
- 88080 TRANSFER TO HOTEL/MOTEL TAX FUND
- 88090 TRANSFER TO TRANSIT FUND
- 88100 TRANSFER TO CAPITAL PROJECTS FUND
- 88150 TRANSFER TO WATER OPERATING FUND

88160 TRANSFER TO WATER ACCESS FUND  
 88170 TRANSFER TO WATER TAPS FUND  
 88172 TRANSFER TO WATER BONDS FUND  
 88174 TRANSFER TO WATER ASSESSMENT FUND  
 88180 TRANSFER TO WASTEWATER OPERATING FUND  
 88190 TRANSFER TO WASTEWATER ACCESS FUND  
 88200 TRANSFER TO WASTEWATER TAPS FUND  
 88210 TRANSFER TO WASTEWATER BONDS FUND  
 88212 TRANSFER TO WASTEWATER ASSESSMENTS FUND  
 88220 TRANSFER TO RECLAIMED OPERATING FUND  
 88230 TRANSFER TO RECLAIMED ACCESS FUND  
 88240 TRANSFER TO RECLAIMED TAPS FUND  
 88242 TRANSFER TO RECLAIMED BONDS FUND  
 88244 TRANSFER TO RECLAIMED ASSESSMENTS FUND

**The expenditure classifications budgeted under Capital are:**

**89100 LAND**

89110 LAND ACQUIRED  
 Expenditures for the purchase of land, including right-of-way.  
 89120 EASEMENTS ACQUIRED  
 Expenditures for the purchase of easements.

**89200 BUILDINGS**

89210 BUILDINGS ACQUIRED  
 Expenditures for acquiring existing buildings. These expenditures include the principal amount of capital lease payments resulting in the acquisition of buildings, except payments to building authorities or similar agencies.  
 89220 BUILDING DESIGN & CONSTRUCTION  
 Expenditures for design and construction of new buildings.  
 89230 BUILDING IMPROVEMENTS  
 Expenditures for improvements made to existing buildings. In this instance, "improvements" means any expenditure greater than \$10,000 that adds new capacity to an existing building or extends the estimated useful life of an existing building. Examples: **an addition, a new roof or a new HVAC system.**

**89300 IMPROVEMENTS**

Expenditures for acquiring improvements not associated with buildings.  
 89310 PARKS & RECREATION FACILITIES  
 Cost of acquisition and improvements to City parks.  
 89320 DISTRIBUTION SYSTEMS  
 Cost of acquisition and improvements to City's water, wastewater, and reclaimed distribution systems.

- 89400      **INFRASTRUCTURE****
- 89410      DRAINAGE  
Cost of improving drainage.
- 89420      STREETS  
Cost of adding or improving streets.
- 89430      CURB & GUTTER REPLACEMENT  
Cost of adding, improving, and replacing curb and gutter.
- 89440      GATEWAY ENHANCEMENT & STREETScape  
Cost designated for adding or improving gateway enhancement and streetscape.
- 89450      BRIDGES & TUNNELS  
Cost of adding or improving bridges and tunnels.
- 89460      SIDEWALKS  
Cost of adding or improving sidewalks.
- 89470      TRAFFIC SIGNALS  
Cost of acquiring and installing traffic signals.
- 89480      STREETLIGHTS  
Cost of installing or improving streetlights.
- 89500      **EQUIPMENT (>\$10,000)****  
Expenditures for the initial, additional and replacement items of equipment such as machinery, furniture and fixtures, and vehicles.
- 89510      FURNITURE, FIXTURES (>\$10,000)  
Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost more than \$10,000. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.
- 89520      VEHICLES (>\$10,000)  
Expenditures for on-road rolling stock with a unit cost in excess of \$10,000 each, used to transport persons or objects. May include expenditures for permanent improvements to new vehicles prior to placing the vehicle in service for the first time, regardless of cost (e.g., permanent attachments, pickup truck bed covers and bed liners, patrol car light bars, window tinting, etc.). Examples of vehicles include automobiles and on-road trucks to which the City affixes a license plate. Does NOT include off-road rolling stock to which the City does NOT affix a license plate.
- 89530      MACHINERY & EQUIPMENT (>\$10,000)  
Expenditures for machinery and equipment with a unit cost in excess of \$10,000 each, usually composed of a complex combination of parts. Examples include copiers, electronics, power tools, self-contained breathing apparatus, off-road rolling stock to which the City does NOT affix a license plate, traffic controllers and monitors, and radio equipment. Does NOT include computer hardware and vehicles to which the City affixes a license plate.
- 89540      COMPUTER HARDWARE (>\$10,000)  
Computer hardware with a unit cost over \$10,000.

89550

**COMPUTER SOFTWARE (>\$10,000)**

Non-recurring cost of computer software with a unit cost over \$10,000. Compare with computer services (82510) and computer software <\$10,000 (83550).

# **APPENDIX D – FUND BALANCE POLICY**

CITY OF FRANKLIN

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T E N N E S S E E

## General Fund Fund Balance Policy

**City of Franklin  
General Fund  
Fund Balance Policy**

**Objectives for Establishing the Fund Balance Policy**

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

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

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

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

- **The Financial Stabilization Account** as set forth in this policy will consist of 33% of General Fund budgeted expenditures.
- **The Supplemental Reserve Account** should be used for new programs or positions desired outside of the current and established budget or for one-time capital investments upon approval by the Board of Mayor and Alderman. There is no minimum percentage requirement for this account. All additional net revenues, after establishing that all other components of the General Fund Balance are sufficient, may flow into this account.

**General Fund Replenishment Priorities (Priority order):**

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

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

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

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



## **Financial Stabilization Fund Subaccounts**

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

### **A. Contingency Subaccount**

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

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

### **B. Emergency Subaccount**

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

### **C. Cash Flow Stabilization Subaccount**

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

### **D. Debt Service Subaccount**

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

### **E. Property/Casualty/Health Insurance Subaccount**

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

### **F. Other Post Employment Benefits Obligation (OPEB) Subaccount**

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

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

### **Sizing of Financial Stabilization Fund Account and Subaccounts**

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

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

### **Use of Financial Stabilization Fund Account**

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

### **Restoration of the Financial Stabilization Account and Subaccounts**

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

### **Transfer of Additional Financial Stabilization Fund Account Funds**

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

**Fund Balance Policy Adoption**

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

# APPENDIX E – DEBT POLICY

## CITY OF FRANKLIN

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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

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## **Introduction**

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

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

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

**City of Franklin  
Debt Management Policy**

**I. Policy Statement**

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

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

**II. Goals & Objectives**

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

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

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

**III. Issuance Process**

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

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

#### **IV. Credit Quality and Credit Enhancement**

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

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

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

##### **1. Bond Insurance**

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

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

##### **2. Letters of Credit**

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

#### **V. Debt Affordability**

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



**Debt Affordability Ratios**

**Benchmarks**

<b>(I.) Total Budget Resources:</b>		
1. Debt Service as a Percent of Operating Expenditures – <i>Measures debt liability relative to total budget resources</i>		<b>Total GO Debt &lt; 12% Less Self-Supporting Debt &lt; 8%</b>
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%
<b>Franklin - Total GO Debt @</b>		<b>9.78%</b>
<b>Franklin - Less Self-Supporting @</b>		<b>4.77%</b>
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%
<b>(II.) Wealth and Income of Community:</b>		
2. Direct Debt Per Capita – <i>Measures net debt to population</i>		<b>&lt; \$2,000</b>
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
<b>Franklin - Total GO Debt @</b>	<b>\$</b>	<b>1,442.88</b>
<b>Franklin - Less Self-Supporting @</b>	<b>\$</b>	<b>799.01</b>
Chattanooga @ [AA/AA+]	\$	566.84
Clarksville @ [Aa3]	\$	383.30
Murfreesboro @ [A1]	\$	1,865.21
Alpharetta, GA @	\$	941.43
Dublin, OH @	\$	999.90
Naperville, IL @	\$	587.40

2b. Per Capita Debt/Per Capita Income – <i>Measures each person's estimated ability to back their portion of debt based on personal income per capita</i>		<b>&lt; 3.00%</b>
Supporting Data		
Brentwood @		1.22%
Germantown @		0.87%
<b>Franklin - Total GO Debt @</b>		<b>2.78%</b>
<b>Franklin - Less Self-Supporting @</b>		<b>1.54%</b>
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%
<b>(III) Property Tax Base:</b>		
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>		<b>0.4% - 0.8%</b>
Supporting Data		
	Moody's, 2008 AAA Cities, Population 50k-100k Median @ 0.5%	
Brentwood @		0.3%
Germantown @		0.4%
<b>Franklin - Total GO Debt @</b>		<b>1.0%</b>
<b>Franklin - Less Self-Supporting @</b>		<b>0.6%</b>
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>		<b>3% - 6%</b>
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%
<b>Franklin - Total GO Debt @</b>		<b>3.47%</b>
Chattanooga @ [AA/AA+]		1.80%
Clarksville @ [Aa3]		4.56%
Murfreesboro @ [A1]		4.51%
Alpharetta, GA @		0.68%
Dublin, OH @		0.76%
Naperville, IL @		2.27%

## **VI. Bond Structure**

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

### **1. Term**

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

### **2. Capitalized Interest**

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

### **3. Debt Service Structure**

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

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

### **4. Call Provisions**

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

### **5. Original Issuance Discount/Premium**

Bonds with original issuance discount/premium will be permitted.

### **6. Deep Discount Bonds**

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

### **7. Structured Products**

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

## VII. Types of Debt

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

### *Security Structure*

#### **1. General Obligation Bonds**

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

#### **2. Revenue Bonds**

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

#### **3. Capital Leases**

The City may use capital leases to finance short-term projects.

### *Duration*

#### **1. Long-Term Debt (maturing after 3 years)**

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

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

#### **2. Short-Term Debt (maturing within three years)**

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

- a) *Bond Anticipation Notes (BANs)*, including commercial paper notes issued as BANs, may be issued instead of capitalizing interest to reduce the debt service during the construction period of a project or facility. The BANs shall not mature more than 2 years from the date of issuance. BANs can be rolled in accordance with federal law and State statute. BANs shall mature within 6 months after substantial completion of the financed facility.
- b) *Revenue Anticipation Notes (RANs) and Tax Anticipation Notes (TANs)* shall be issued only to meet cash flow needs consistent with a finding by bond counsel that the sizing of the issue fully conforms to Federal IRS and state requirements and limitations.

- c) *Lines of Credit* shall be considered as an alternative to other short-term borrowing options. A *line of credit* shall be structured to limit concerns as to the Internal Revenue Code.
- d) *Intrafund Loans* shall only be used to fund operational deficiencies among accounts or for capital projects to be paid from current fiscal year revenues. Such intrafund loans shall in no event extend beyond twelve (12) months and shall only be issued in compliance with state regulations and limitations.
- e) *Other Short-Term Debt*, including commercial paper notes, may be used when it provides an interest rate advantage or as interim financing until market conditions are more favorable to issue debt in a fixed rate mode. The City will determine and utilize the least costly method for short-term borrowing. The City may issue short-term debt when there is a defined repayment source or amortization of principal.

### ***Interest Rate Modes***

#### **Fixed Rate Debt**

To maintain a predictable debt service burden, the City may give preference to debt that carries a fixed interest rate.

#### **Variable Rate Debt**

The percentage of net variable rate debt outstanding (excluding (1) debt which has been converted to synthetic fixed rate debt and (2) an amount of debt considered to be naturally hedged to short-term assets in the Unreserved Fund Balance) shall not exceed 20% of the City's total outstanding debt and will take into consideration the amount and investment strategy of the City's operating cash.

1. The following circumstances may result in the consideration of issuing variable rate debt:
  - a) *Asset-Liability Matching*
  - b) *Construction Period Funding*
  - c) *High Interest Rates*. Interest rates are above historic averages.
  - d) *Variable Revenue Stream*. The revenue stream for repayment is variable, and is anticipated to move in the same direction as market-generated variable interest rates, or the dedication of revenues allows capacity for variability.
  - e) *Adequate Safeguards Against Risk*. Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts; such structures could include, but are not limited to, interest rate caps and short-term cash investments in the City's General Fund.
  - f) *Financial Advisor Analysis*. An analysis from the City's Financial Advisor evaluating and quantifying the risks and returns involved in the variable rate financing and recommending variable rate as the lowest cost option.

- g) *As a Component to Synthetic Fixed Rate Debt.* Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt. Prior to using synthetic fixed rate debt, the City shall certify that present value savings of at least 3% results from issuing synthetic fixed rate debt relative to traditional fixed rate debt.

#### **VIII. Use of Synthetic Debt**

The Finance Director will determine whether the use of synthetic debt is appropriate and will comply with the state statutes regulating the use of synthetic debt.

Swaps are appropriate to use when they achieve a specific objective consistent with overall financial policy. Swaps may be used, for example, to lock-in a current market fixed rate or create additional variable rate exposure. Swaps may be used to produce interest rate savings, alter the pattern of debt service payments, or for asset/liability matching purposes. Swaps may be used to cap, limit or hedge variable rate payments.

Options granting the right to commence or cancel an underlying swap may be used to the extent the swap itself is otherwise consistent with these guidelines; however, the Finance Director must determine if the use of any such option is appropriate and warranted given the potential benefit, risks, and objectives of the City.

#### **IX. Refinancing Outstanding Debt**

The Finance Director with assistance from the City's Financial Advisor shall have the responsibility to analyze outstanding bond issues for refunding opportunities. The Finance Director will consider the following issues when analyzing possible refunding opportunities:

##### **1. Debt Service Savings**

Absent other compelling considerations such as the opportunity to eliminate onerous or restrictive covenants contained in existing debt documents, the Finance Director establishes a minimum present value savings threshold of 3.0% of the advanced refunded bond principal amount. The present value savings will be net of all costs related to the refinancing. If present value savings is less than 3.0%, the Finance Director may consider the option value captured as a percent of total savings. If the option value exceeds 70% and present value savings is less than 3.0%, the Finance Director may opt to complete a refunding. If the present value savings per maturity is at least 3.0% but less than 70% of the option value, the Finance Director may opt to complete a refunding. The decision to take savings on an upfront or deferred basis must be explicitly approved by the Board of Mayor and Alderman. Current refunding opportunities will be considered by the Finance Director if the refunding generates positive present value savings.

##### **2. Restructuring for economic purposes**

The City will refund debt when it is in the best financial interest of the City to do so. Such refunding will be limited to restructuring to meet unanticipated revenue expectations, achieve cost savings, mitigate irregular debt service payments, release reserve funds or remove unduly restrictive bond covenants.

##### **3. Term of Refunding Issues**

The City will refund bonds within the term of the originally issued debt. However, the Finance Director may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The Finance Director may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.

**4. Escrow Structuring**

The City shall utilize the least costly securities available in structuring refunding escrows. In the case of open market securities, a certificate will be provided by a third party agent, who is not a broker-dealer stating that the securities were procured through an arms-length, competitive bid process, that such securities were more cost effective than State and Local Government Obligations (SLGS), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the City from its own account.

**5. Arbitrage**

The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding subject to the City's investment policies. Any positive arbitrage will be rebated as necessary according to Federal guidelines.

**X. Methods of Issuance**

The City or its designee will determine the method of issuance on a case-by-case basis.

**1. Competitive Sale**

In a competitive sale, the City's bonds shall be awarded to the bidder providing the lowest true interest cost as long as the bid adheres to the requirements set forth in the official notice of sale.

**2. Negotiated Sale**

While the City prefers the use of a competitive process, the City recognizes that some securities are best sold through negotiation. In its consideration of a negotiated sale, the City shall assess the following circumstances:

- a. State prohibitions against negotiated sales,
- b. A structure which may require a strong pre-marketing effort such as a complex transaction or a "story" bond,
- c. Size of the issue which may limit the number of potential bidders,
- d. Market volatility is such that the City would be better served by flexibility in timing a sale,
- e. Whether the Bonds are issued as variable rate demand obligations,
- f. Whether an idea or financing structure is a proprietary product of a single firm.

### **3. Private Placement**

From time to time the City may elect to privately place its debt. Such placement shall only be considered if this method is demonstrated to result in a cost savings to the City relative to other methods of debt issuance.

## **XI. Underwriter Selection (Negotiated Transaction)**

### **Senior Manager Selection**

The Board of Mayor and Alderman or its designee shall select the senior manager for a proposed negotiated sale. The selection criteria shall include but not be limited to the following:

- The firm's ability and experience in managing complex transactions
- Prior knowledge and experience with the City
- The firm's willingness to risk capital and demonstration of such risk
- Quality and experience of personnel assigned to the City's engagement
- Financing ideas presented
- Underwriting fees

### **Co-Manager Selection**

Co-managers will be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of transaction size and the necessity to ensure maximum distribution of the City's bonds.

### **Selling Groups**

The City may use selling groups in certain transactions. To the extent that selling groups are used, the Finance Director at his or her discretion may make appointments to selling groups as the transaction dictates.

### **Underwriter's Counsel**

In any negotiated sale of City debt in which legal counsel is required to represent the underwriter, the appointment will be made by the Senior Manager with input from the City.

### **Underwriter's Discount**

The Finance Director will evaluate the proposed underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the Finance Director will determine the allocation of fees with respect to the management fee, if any. The determination will be based upon participation in the structuring phase of the transaction.

All fees and allocation of the management fee will be determined prior to the sale date; a cap on management fee, expenses and underwriter's counsel will be established and communicated to all parties by the Finance Director. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

### **Evaluation of Underwriter Performance**

The Finance Director with assistance of an independent Financial Advisor will evaluate each bond sale after completion to assess the following: costs of issuance including underwriters' compensation, pricing of the bonds in terms of the overall interest cost and on a maturity-by-



maturity basis, and the distribution of bonds and sales credits.

Following each sale, the Finance Director shall provide a report to the Board of Mayor and Aldermen on the results of the sale.

**Syndicate Policies**

For each negotiated transaction, the Finance Director will prepare syndicate policies that will describe the designation policies governing the upcoming sale. The Finance Director shall ensure receipt of each member's acknowledgement of the syndicate policies for the upcoming sale prior to the sale date.

**Designation Policies**

To encourage the pre-marketing efforts of each member of the underwriting team, orders for the City's bonds will be net designated, unless otherwise expressly stated. The City shall require the senior manager to:

- Equitably allocate bonds to other managers and the selling group
- Comply with Municipal Securities Rulemaking Board (MSRB) regulations governing the priority of orders and allocations
- Within 10 working days after the sale date, submit to the Finance Director a detail of orders, allocations and other relevant information pertaining to the City's sale

**XII. Consultants**

**Financial Advisor**

The City shall select a financial advisor (or advisors) to assist in its debt issuance and debt administration processes. Selection of the City's financial advisor(s) shall be based on, but not limited to, the following criteria:

- Overall quality of the firm's proposal as an indicator of its probability for success.
- Relevant Financial Advisor experience with municipal government issuers and the public sector.
- Indication that the firm has a broadly based background and is therefore capable of balancing the City's overall needs for continuity and innovation in capital planning and debt financing.
- Experience and demonstrated success as indicated by its listing of current major clients.
- The firm's professional reputation for integrity and compliance with state and federal law.
- Independence from municipal bond underwriting, trading, or other clients, activities, or events which could result in a conflict of interest.
- Professional qualifications and experience of principal employees who will work for the City.
- Commitment to fair and equitable employment practices.
- Significant consideration will be given to the proposed fee structure and estimated costs, but price will not be the sole determining factor.

**Financial Advisory Services**

Financial advisory services provided to the City shall include, but shall not be limited to the following:

- Advise the City on financial matters relating to proposed capital financing projects.
- Analyze the current debt profile and recommend appropriate changes to ensure correct mix of fixed rate debt, variable rate debt and structured products to accomplish the City's immediate and long-term fiscal objectives.
- Working with the City staff and their legal advisors, prepare Preliminary Official Statement, Official Statement, Notice of Bond Sale and other related documents.
- Advise and assist in presentations to rating agencies.
- Assist the City in obtaining competitive bids from bond underwriters, trustees, paying agents/registrars, printers and escrow verification agents, as necessary.
- In the event the City undertakes negotiated underwritings, the Financial Advisor shall represent the City's interests in all aspects of the negotiated transaction, including underwriter selection, revenue and transaction structuring, credit enhancement and pricing scales.
- Arrange for electronic disclosure and bidding services.
- Develop five and ten year debt strategies that incorporate the City's capital financing plans and revenue constraints. Discuss funding alternatives and cost benefits of proposed strategies. Determine the City's debt or bonding capacity and the revenue impact of capital projects.
- Assist the City in identifying and obtaining new sources of funding for capital needs such as new revenues, asset sales, state and/or federal grants or incentive programs.
- Assess use of swaps and other structured products, and propose strategies, to meet the City's financing objectives.
- Develop a formal written debt policy, which incorporates the City's financial and operational objectives.
- Conduct necessary analysis and feasibility studies relating to financing of City projects, including cash flows, sources and uses, and sensitivity analysis of variables in a financing, such as interest rate, maturities, and rate of principal redemption.
- Propose innovative financing techniques, which may assist the City in minimizing costs, simplifying debt financing or achieving the City's objectives.
- Provide consultation and research on tax issues faced by the City relative to the financing of public infrastructure.
- Advise the City in complying with and preparing continuing disclosure information pursuant to Security and Exchange Commission rules.
- Cooperate and confer with the City's Bond Counsel and other advisors retained by the City.
- Review all financing documents and advise the City's Finance Director accordingly.

- Undertake such additional actions as will lead to the prompt and successful delivery of the proceeds and the production and availability of bonds.
- Make recommendations on legislation, as requested, which may significantly affect the bond's cost of financing.

**Conflict of Interest**

The City requires that its consultants and advisors provide objective advice and analysis, maintain the confidentiality of City financial plans, and be free from any conflicts of interest.

**Bond Counsel**

City debt will include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt, that the City has met all legal requirements necessary for issuance, and a determination of the proposed debt's federal income tax status. The approving opinion and other documents relating to the issuance of debt will be prepared by counsel with extensive experience in public finance and tax issues. The Counsel will be selected by the City.

**Disclosure by Financing Team Members**

All financing team members will be required to provide full and complete disclosure, relative to agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements shall be permitted which could compromise the firm's ability to provide independent advice which is solely in the City's best interests or which could reasonably be perceived as a conflict of interest.

**XIII. Disclosure**

The City will provide annual financial and economic information to all Nationally Recognized Municipal Information Repositories (NRMSIRs) designated by the SEC and the State Information Depository (SID). The City will also notify the NRMSIRs and SID of any of the following material events:

- Principal and interest payment delinquencies
- Nonpayment-related defaults
- Unscheduled draws on bond-related reserves
- Unscheduled draws on credit enhancements
- Substitution of credit or liquidity providers or the failure of performance on the part of a liquidity provider
- Adverse tax opinions or events affecting the tax-exempt status of any bonds
- Modifications to rights of bond holders
- Bond calls
- Defeasances
- Matters affecting collateral
- Rating changes

The City will also maintain a system of record keeping and reporting which complies with the arbitrage rebate compliance requirements of the federal tax code.

**XIV. Debt Policy Review**

The debt policy guidelines outlined herein are only intended to provide general direction regarding the future use and execution of debt, interest rate swaps and options. The City maintains the right to modify these guidelines and may make exceptions to any of them at any time to the extent that the execution of such debt, swap or option achieves City goals.

This policy will be reviewed no less frequently than annually. At that time the Finance Director will consider any recommendations for any amendments, deletions, additions, improvements or clarification.

# **APPENDIX F - PAY STRUCTURE**

The City's Pay Scale/Job Listing is on the following pages.

Centre Group study effective 7.01.07  
 Increased 6/27/08 by 2%

**CITY OF FRANKLIN  
 PAY SCALE/JOB LISTING**

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	<u>Max/Min Grade/grade</u>	<u>CODE1</u>	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>	<u>EVAL #</u>
6	\$24,042.42	\$26,446.66	\$28,850.90	\$31,255.15	\$33,659.39	140.0%	SW/16	1905	N	Refuse Collector	16
hr	\$11.56	\$12.72	\$13.88	\$15.03	\$16.18						
bi-wk	\$924.80	\$1,017.60	\$1,110.40	\$1,202.40	\$1,294.40						
yr	\$24,044.80	\$26,457.60	\$28,870.40	\$31,262.40	\$33,654.40						
7	\$25,513.26	\$28,064.59	\$30,615.91	\$33,167.24	\$35,718.56	140.0%	ADM/18	1018	N	Custodian	16
hr	\$12.27	\$13.50	\$14.72	\$15.95	\$17.17	6.1%	PD/18	1877	N	Parking Enforcement Officer	16
bi-wk	\$981.60	\$1,080.00	\$1,177.60	\$1,276.00	\$1,373.60						
yr	\$25,521.60	\$28,080.00	\$30,617.60	\$33,176.00	\$35,713.60						
8	\$27,038.16	\$29,741.98	\$32,445.79	\$35,149.61	\$37,853.42	140.0%	ST/17	2005	N	Street Crew Worker	16
hr	\$13.00	\$14.30	\$15.60	\$16.90	\$18.19	5.9%	WM/10	2313	N	Utility Service Worker	16
bi-wk	\$1,040.00	\$1,144.00	\$1,248.00	\$1,352.00	\$1,455.20						
yr	\$27,040.00	\$29,744.00	\$32,448.00	\$35,152.00	\$37,835.20						
9	\$28,621.20	\$31,678.40	\$34,735.59	\$37,792.79	\$40,849.98	142.7%	ST/16	0051	N	Equipment Operator	14
hr	\$13.77	\$15.23	\$16.70	\$18.17	\$19.63	5.9%	PK	1512	N	Facilities Worker	
bi-wk	\$1,101.60	\$1,218.40	\$1,336.00	\$1,453.60	\$1,570.40		FD/14	1416	N	General Services Technician	06
yr	\$28,641.60	\$31,678.40	\$34,736.00	\$37,793.60	\$40,830.40		SW/14	1915	N	Grounds Maintenance Worker	16
							ST/7	2015	N	Landscape Maintenance Worker	16
							PK	1517	N	Landscaping Worker	
							ADM/15	2303	N	Meter Reader	16
							PK/7	1502	N	Maintenance Worker	16
							SW/15	1916	N	Parts Clerk	06
							PD/17	1880	N	Records Clerk	06
							SW/12	1914	N	Scale Operator	06
							ENG/11	0010	N	Secretary	05
							FD/15	0010	N	Secretary	05
							WM/23	0010	N	Secretary	05
							SW/13	1901	N	Solid Waste Technician	16
							WM/24	2306	N	Stock Room Clerk	06

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CITY OF FRANKLIN  
 PAY SCALE/JOB LISTING

GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min Grade/grade	CODE1	CODE2	FLSA	JOB TITLE	EVAL #
10	\$29,957.40	\$33,225.74	\$36,494.07	\$39,762.41	\$43,030.74	143.6%	FIN/	1301	N	Accounting Technician	06
hr	\$14.41	\$15.98	\$17.55	\$19.12	\$20.68	4.6%	ADM/7	0014	N	Administrative Secretary	05
bi-wk	\$1,152.80	\$1,278.40	\$1,404.00	\$1,529.60	\$1,654.40		CA/14	0014	N	Administrative Secretary	05
yr	\$29,972.80	\$33,238.40	\$36,504.00	\$39,769.60	\$43,014.40		CA/14	0014	N	Administrative Secretary-Part-time	05
							ENG/11	0014	N	Administrative Secretary	05
							PD/16	0014	N	Administrative Secretary	05
							PK/6	0014	N	Administrative Secretary	05
							ST/19	0014	N	Administrative Secretary	05
							SW/11	0014	N	Administrative Secretary	05
							WM/17	2108	N	Belt Press Operator	16
							ADM/13	0022	N	Billing/Collections Technician	06
							ADM/17	1004	N	Building Maintenance Worker	16
							CT/2	1011	N	Deputy Court Clerk	06
							PK	1520	N	Groundworker SR	
							ADM/14	2316	N	Meter Reader SR	16
							SW	1917	N	Preventive Maintenance PM Tech	
							SW/10	1902	N	Solid Waste Driver	14
							WM/9	2305	N	Utility Service Worker SR	16
11	\$31,357.86	\$34,849.83	\$38,341.80	\$41,833.77	\$45,325.74	144.5%	PK	1511	N	Athletic Turf Worker	
hr	\$15.08	\$16.76	\$18.44	\$20.12	\$21.79	4.6%	PD/15	1820	N	Communications Officer	18
bi-wk	\$1,206.40	\$1,340.80	\$1,475.20	\$1,609.60	\$1,743.20		ST/15	0052	N	Equipment Operator SR	14
yr	\$31,366.40	\$34,860.80	\$38,355.20	\$41,849.60	\$45,323.20		PK	1509	N	Parks Athletic Field Worker	16
							PK/5	1508	N	Parks Landscape Worker SR	16
							PK/5	1505	N	Parks Maintenance Worker SR	16
							WM/8	2314	N	Sewer Equipment Technician	16
							SW/8	1903	N	Solid Waste Truck Driver/Operator	14
							WM/16	2204	N	Wastewater Operator I	14
							WM/21	2204	N	Water Operator I	14
12	\$32,822.58	\$36,552.47	\$40,282.35	\$44,012.24	\$47,742.12	145.5%	FIN/7	1304	N	Accounts Payable Technician	06
hr	\$15.79	\$17.58	\$19.37	\$21.16	\$22.95	4.7%	ADM/6	0016	N	Administrative Assistant	05
bi-wk	\$1,263.20	\$1,406.40	\$1,549.60	\$1,692.80	\$1,836.00		ENG/10	0016	N	Administrative Assistant	01
yr	\$32,843.20	\$36,566.40	\$40,289.60	\$44,012.80	\$47,736.00		FD/13	0016	N	Administrative Assistant	01
							FIN/8	0016	N	Administrative Assistant	05
							PD/14	0016	N	Administrative Assistant	05
							PL/6	0016	N	Administrative Assistant	01
							ST/18	0016	N	Administrative Assistant	05
							SW/9	0016	N	Administrative Assistant	05
							WM/22	0016	N	Administrative Assistant	01

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GRADE	MIN	1ST QUART	MID	3RD QUART	MAX	Max/Min		CODE1	CODE2	FLSA	JOB TITLE	EVAL #
						Grade/grade						
12 (cont'd)	\$32,822.58	\$36,552.47	\$40,282.35	\$44,012.24	\$47,742.12			CA/12	1110	N	Codes Resources Coordinator	16
hr	\$15.79	\$17.58	\$19.37	\$21.16	\$22.95			PD/11	1824	N	Communications Officer SR	19
bi-wk	\$1,263.20	\$1,406.40	\$1,549.60	\$1,692.80	\$1,836.00			PD	1886	N	Communications Support Coordinator	
yr	\$32,843.20	\$36,566.40	\$40,289.60	\$44,012.80	\$47,736.00			PD/13	1882	N	Evidence Technician	17
								FIN	1310	N	Financial Technician	
								SW	1901	N	Foreman	
								PK/4	0053	N	Heavy Equipment Operator	14
								ST/14	0053	N	Heavy Equipment Operator	14
								WM/7	0053	N	Heavy Equipment Operator	14
								HR/5	1605	N	Human Resources Technician	05
								ST/6	2016	N	Landscape Mt Worker SR	16
								SW/6	0055	N	Mechanic	14
								FIN/9	1308	N	Payroll Technician	06
								ADM/9	1027	N	Purchasing Technician	06
								ADM	1030	N	Recording Secretary to BOMA	05
								WM	2319	N	Stock Room Supervisor	
								SW/7	1906	N	Tractor Trailer Driver	14
								ST/11	2019	N	Traffic Striping Technician Asst	14
13	\$34,357.68	\$38,339.76	\$42,321.84	\$46,303.92	\$50,286.00	146.4%		ADM	1031	N	Executive Assistant to City Adm	
hr	\$16.52	\$18.44	\$20.35	\$22.27	\$24.17	4.6%		PK	1513	N	Facilities Crew Chief	
bi-wk	\$1,321.60	\$1,475.20	\$1,628.00	\$1,781.60	\$1,933.60			FD/12	1407	N	Firefighter	09
yr	\$34,361.60	\$38,355.20	\$42,328.00	\$46,321.60	\$50,273.60			PK	1519	N	Groundskeeper Crew Chief	
								PK	1518	N	Landscape Crew Chief	
								PK	1514	N	Maintenance Crew Chief	
								PD/10	1870	N	Police Officer	20
								PK	1510	N	Program Specialist	
								WM	2320	N	Utilities Crew Chief	
								WM	2204	N	Wastewater Operator II	14
								WM	2204	N	Water Operator II	14
NOTE:	Effective 6/29/07, FF starting pay includes EMT as part of base											
	<u>FMT only</u>		<u>Paramedic pay is additional (\$1,200.16 yr)</u>									
	\$11.79 hr		\$12.20 hr					WM	2320	N	Utilities Crew Chief	
	\$1,321.60 bi-wk		\$1,367.76 bi-wk					WM	2204	N	Wastewater Operator II	14
	\$34,361.60 yr		\$35,561.76 yr					WM	2204	N	Water Operator II	14
	(Hourly rate based on 2916 hrs per year)											
14	\$35,964.18	\$40,214.27	\$44,464.35	\$48,714.44	\$52,964.52	147.3%		ADM/12	0025	N	Billing/Collections Spvrs	01
hr	\$17.30	\$19.34	\$21.38	\$23.43	\$25.46	4.7%		ADM/16	1005	N	Building Maintenance Spvrs	15
bi-wk	\$1,384.00	\$1,547.20	\$1,710.40	\$1,874.40	\$2,036.80			CT/1	1008	N	City Court Clerk	01
yr	\$35,984.00	\$40,227.20	\$44,470.40	\$48,734.40	\$52,956.80			CA/11	1105	N	Codes Officer SR	16
								PD	1883	N	Communications Supervisor Asst.	15
								SW/5	0056	N	Diesel Mechanic	14
								FD/11	NONE	N	Firefighter SR	
								LAW	2400	N	Legal Secretary	05



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14 (cont'd)	\$35,964.18	\$40,214.27	\$44,464.35	\$48,714.44	\$52,964.52	147.3%	WM/6	2311	N	Lift Station Technician	14
hr	\$17.30	\$19.34	\$21.38	\$23.43	\$25.46	4.7%	PD/9	NONE	N	Master Police Officer	05
bi-wk	\$1,384.00	\$1,547.20	\$1,710.40	\$1,874.40	\$2,036.80		PL/5	1708	N	Planning Assistant	01
yr	\$35,984.00	\$40,227.20	\$44,470.40	\$48,734.40	\$52,956.80		PD/12	1881	N	Records Supervisor	05
							CA/10	1109	N	Sign Codes Administrator	24
							CA	1116	N	Sign/Design Standards Administrator	
							SW	1918	N	Solid Waste Crew Foreman	
							ST/13	2012	N	Street Crew Supervisor	15
							ST/9	2014	N	Traffic Signal Technician	14
							ST/10	2018	N	Traffic Striping Technician	14
							WM/13	2107	N	Wastewater Maintenance Tech	14
15	\$37,646.16	\$42,180.83	\$46,715.49	\$51,250.16	\$55,784.82	148.2%	PD/8	1840	N	Detective	21
hr	\$18.10	\$20.28	\$22.46	\$24.64	\$26.81	4.6%	FD/10	1405	N	Fire Engineer	08
bi-wk	\$1,448.00	\$1,622.40	\$1,796.80	\$1,971.20	\$2,144.80		WM	2318	N	TV Truck Sewer Inspector	
yr	\$37,648.00	\$42,182.40	\$46,716.80	\$51,251.20	\$55,784.80						
16	\$39,407.70	\$44,244.03	\$49,080.36	\$53,916.69	\$58,753.02	149.1%	FIN/6	1306	E	Accountant	25
hr	\$18.95	\$21.28	\$23.60	\$25.93	\$28.24	4.7%	PK	1521	E	Arborist	
bi-wk	\$1,516.00	\$1,702.40	\$1,888.00	\$2,074.40	\$2,259.20		HR/4	1603	N	Benefits Administrator	01
yr	\$39,416.00	\$44,262.40	\$49,088.00	\$53,934.40	\$58,739.20		CA/13	1101	E	Building Associate	01
							CA/4	1102	N	Building Inspector	24
							CA/6	1102	N	Building Inspector-Electrical	24
							CA	1119	N	Building Insp/Electrical Insp/Plans Examiner	
							FIN	1312	N	Financial Analyst	
							CA	1422	N	Fire Code Plans Examiner	
							FIRE	1418	N	Fire Inspector	
							ENG/4	1210	N	ITS Specialist	26
							ST/5	2017	N	Landscape Mt Spvrs	15
							LEGAL	1035	N	Paralegal	
							MIT/5	2402	N	Network Technician	26
							MIT	2410	N	Communications Technician	
							PK/3	1506	E	Parks Program Coord.	26
							PL/4	1707	E	Planning Associate	05
							ST/4	2009	N	Road Inspector	24
							ST	2020	N	Stormwater Inspector	24
							ENG/9	1209	N	Stormwater Mngmt Technician	14
							ST	NONE	N	Traffic Signal Technician SR	14
							WM/15	2205	N	Wastewater Operator SR	14
							WM/20	2205	N	Water Operator SR	14
							WM/5	2310	N	Water/Sewer Construction Spvrs.	15

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CITY OF FRANKLIN  
 PAY SCALE/JOB LISTING

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	<u>Max/Min</u> <u>Grade/grade</u>	<u>CODE1</u>	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>	<u>EVAL #</u>
17	\$41,251.86	\$46,408.47	\$51,565.08	\$56,721.69	\$61,878.30	150.0%	PK	1507	E	Athletic Foreman	
hr	\$19.84	\$22.32	\$24.80	\$27.28	\$29.74	4.7%	WM	2317	N	Backflow Inspector SR	24
bi-wk	\$1,587.20	\$1,785.60	\$1,984.00	\$2,182.40	\$2,379.20		CA/3	1111	N	Building Inspector SR	24
yr	\$41,267.20	\$46,425.60	\$51,584.00	\$56,742.40	\$61,859.20		CA/5	1119	N	Building Inspector-Electrical SR	24
							CA/8	1113	N	Building Inspector-Plans Ex SR	24
							CA/7	1107	N	Building Inspector-Plumb/Mech SR	24
							WM/14	2103	N	Chief Wastewater Operator	15
							WM/19	2202	N	Chief Water Operator	15
							PD/7	1823	N	Communications Spvrs	15
							FD/8	1409	N	Fire Lieutenant	10
							FD/9	1412	N	Fire Marshal Asst - Lieutenant	12
							SW/3	1912	N	Fleet Maintenance Spvrs	15
							MIT/7	2404	E	GIS Specialist	26
							WM/12	2109	N	Industrial Pretreatment Coord.	14
							ENG/3	NONE	N	ITS Specialist SR	26
							PK	1507	E	Parks Athletic Foreman	
							PL/3	1704	E	Planner (4 yr degree)	26
							PD/4	1873	N	Police Sergeant	22
							PD/5	NONE	N	Police Sergeant - Prof Standards	22
							PD/6	NONE	N	Police Sergeant - Training	22
							FD	1421	N	Public Education Officer	
							ST/3	2013	N	Road Inspector SR	24
							SW/4	1910&1911	N	Solid Waste Supervisor	15
							WM/4	2309	N	Water/Sewer Inspector	24
							CA/9	1114	E	Zoning Administrator	
18	\$43,183.74	\$48,679.76	\$54,175.77	\$59,671.79	\$65,167.80	150.9%	FIN/5	1302	E	Accounting Supervisor	25
hr	\$20.77	\$23.41	\$26.05	\$28.69	\$31.33	4.7%	ADM	1032	E	Administrative Analyst	01
bi-wk	\$1,661.60	\$1,872.80	\$2,084.00	\$2,295.20	\$2,506.40		WB	1029	E	Asst. Office Manager-Utility Billing	15
yr	\$43,201.60	\$48,692.80	\$54,184.00	\$59,675.20	\$65,166.40		ENG	1213	N	ITS Project Mgr	
							ST/8	2010	N	Traffic Maintenance Spvrs	15
							ENG	1214	E	ROW Agent/Project Mgr	

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						Grade/trade						
19	\$45,205.38	\$51,061.71	\$56,918.04	\$62,774.37	\$68,630.70	151.8%	FIN/4	NONE	E	Accountant SR	26	
hr	\$21.74	\$24.55	\$27.37	\$30.18	\$32.99	4.7%	PK	1516	E	Facilities Supt		
bi-wk	\$1,739.20	\$1,964.00	\$2,189.60	\$2,414.40	\$2,639.20		FIN	1311	E	Financial Manager		
yr	\$45,219.20	\$51,064.00	\$56,929.60	\$62,774.40	\$68,619.20		FD/5	1404	N	Fire Captain	10	
							MIT	2405	E	GIS Specialist SR/aka GIS Specialist II	26	
							HR/3	1601	E	Human Resources Analyst	01	
							PL/2	1710	E	Landscape Technician (no TN reg.)	26	
							PL	1704	E	Planner SR (Master's degree)	26	
							PD/3	1872	E	Police Lieutenant	23	
							FD/7	1411	E	Training Officer - Captain	11	
							WM	2104	E	Wastewater Plant Supt ASST	15	
							WM	2104	E	Water Plant Supt ASST	15	
20	\$47,323.92	\$53,561.99	\$59,800.05	\$66,038.12	\$72,276.18	152.7%	FD/4	1417	E	Administrative Svcs Officer	07	
hr	\$22.76	\$25.76	\$28.76	\$31.75	\$34.74	4.7%	MIT	2417	E	Business Services Application Manager		
bi-wk	\$1,820.80	\$2,060.80	\$2,300.80	\$2,540.00	\$2,779.20		WM/3	2308	E	Distribution/Collection Supt.	15	
yr	\$47,340.80	\$53,580.80	\$59,820.80	\$66,040.00	\$72,259.20		FD	1419	E	Emergency Medical Svcs Officer		
							ENG/7	1208	E	Engineer I	26	
							MIT	2414	E	Enterprise Application Manager		
							MIT/4	2403	E	Network Administrator	26	
							MIT	2417	E	Network Manager		
							PK/2	1501	E	Parks Director Asst.	27	
							MIT	2416	E	Public Safety Application Manager		
							ENG/8	1209	E	Stormwater Mngmt Coord.	26	
							MIT	2409	E	System Administrator	26	
							WM/11	2103	E	Wastewater Plant Supt.	15	
							WM/18	2202	E	Water Plant Supt.	15	
							CA	1115	E	Zoning Coordinator		
21	\$52,048.56	\$59,027.91	\$66,007.26	\$72,986.61	\$79,965.96	153.6%	ADM/4	1017	E	Asst. City Recorder-Adm.	02	
hr	\$25.03	\$28.38	\$31.74	\$35.09	\$38.44	10.0%	ADM/11	1012	E	Asst. City Recorder-Billing/Col.	02	
bi-wk	\$2,002.40	\$2,270.40	\$2,539.20	\$2,807.20	\$3,075.20		HR	1607	E	Benefits Manager		
yr	\$52,062.40	\$59,038.40	\$66,019.20	\$72,987.20	\$79,955.20		ADM/10	1026	E	Cable TV Coordinator		
							MIT	2411	E	Communication Manager		
							ADM	1022	E	Community Relations Manager	04	
							MIT/2	2407	E	Database Adm/Webmaster	26	
							ENG/6	1202	E	Engineer II	26	
							MIT	2415	E	Financial Application Manager		
							FD/3	1401	N	Fire Chief Asst.	13	
							FD	1420	E	Fire Chief Asst. (Fire Marshal)	07	

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PAY SCALE/JOB LISTING

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						Grade/trade					
21 (cont'd)	\$52,048.56	\$59,027.91	\$66,007.26	\$72,986.61	\$79,965.96	153.6%	FD	1408	E	Fire Marshal	07
hr	\$25.03	\$28.38	\$31.74	\$35.09	\$38.44		MIT/6	2406	E	GIS Manager	25
bi-wk	\$2,002.40	\$2,270.40	\$2,539.20	\$2,807.20	\$3,075.20		MIT	2412	E	Information Systems Manager	
yr	\$52,062.40	\$59,030.40	\$66,019.20	\$72,987.20	\$79,955.20		MIT/3	2401	E	IT Manager	25
							PL	1710	E	Landscape Technician (TN reg.)	26
							PL	1704	E	Principal Planner (AICP Certified)	26
							ADM/6	1028	E	Purchasing Manager	03
							HR/2	1604	E	Risk Manager	01
							FIN/3	1307	E	Treasurer	
22	\$57,247.50	\$65,053.82	\$72,860.13	\$80,666.45	\$88,472.76	154.5%	MIT	2408	E	Application Development Manager	27
hr	\$27.53	\$31.28	\$35.03	\$38.79	\$42.53	10.0%	CA/2	1103	E	Codes Director Asst.	27
bi-wk	\$2,202.40	\$2,502.40	\$2,802.40	\$3,103.20	\$3,402.40		PL/7	1711	E	Design/Planning Supervisor	27
yr	\$57,262.40	\$65,062.40	\$72,862.40	\$80,683.20	\$88,462.40		ENG/5	1212	E	Engineering Supervisor	27
							HR	1606	E	Human Resources Director Asst.	27
							SW/2	1913	E	Solid Waste Director Asst.	27
							ST/2	2001	E	Street Director Asst.	27
							CA	1118	E	Building Official	
23	\$62,965.62	\$71,694.78	\$80,423.94	\$89,153.10	\$97,882.26	155.5%	LAW	1034	E	City Attorney Asst.	27
hr	\$30.28	\$34.47	\$38.67	\$42.87	\$47.05	10.0%	ENG	1203	E	City Engineer Assistant	27
bi-wk	\$2,422.40	\$2,757.60	\$3,093.60	\$3,429.60	\$3,764.00		FIN/2	1313	E	Comptroller	27
yr	\$62,982.40	\$71,697.60	\$80,433.60	\$89,169.60	\$97,864.00		FIN/2	1306	E	Finance Director Asst.	27
							FD/2	1415	E	Fire Deputy Chief	27
							ADM/3	1010	E	Internal Auditor	27
							PLNG	1712	E	Planning Director Asst.	27
							PD/2	1816	E	Police Deputy Chief	27
							ENG/2	1207	E	Traffic/Transportation Engineer	27
							WM/2	2315	E	Water Mngmt Director Asst.	27
24	\$69,255.96	\$79,014.56	\$88,773.15	\$98,531.75	\$108,290.34	156.4%	CA/1	1106	E	Codes Director	27
hr	\$33.30	\$37.99	\$42.68	\$47.38	\$52.06	10.0%	MIT/1	2400	E	Municipal Info Tech Director	27
bi-wk	\$2,664.00	\$3,039.20	\$3,414.40	\$3,790.40	\$4,164.80		PK/1	1504	E	Parks Director	27
yr	\$69,264.00	\$79,019.20	\$88,774.40	\$98,550.40	\$108,284.80		SW/1	1909	E	Solid Waste Director	27
							ST/1	2008	E	Street Director	27

Centre Group study effective 7.01.07  
 Increased 6/27/08 by 2%

CITY OF FRANKLIN  
 PAY SCALE/JOB LISTING

<u>GRADE</u>	<u>MIN</u>	<u>1ST QUART</u>	<u>MID</u>	<u>3RD QUART</u>	<u>MAX</u>	Max/Min <u>Grade/grade</u>	<u>CODE1</u>	<u>CODE2</u>	<u>FLSA</u>	<u>JOB TITLE</u>	<u>EVAL #</u>
25	\$76,174.62	\$87,081.48	\$97,988.34	\$108,895.20	\$119,802.06	157.3%	LAW	1033	E	City Attorney	27
hr	\$36.63	\$41.87	\$47.11	\$52.36	\$57.59	10.0%	ENG/1	1201	E	Director of Engineering	27
bi-wk	\$2,930.40	\$3,349.60	\$3,768.80	\$4,188.80	\$4,607.20		WM/1	2307	E	Director of Water Mngmt	27
yr	\$76,130.40	\$87,089.60	\$97,988.80	\$108,908.80	\$119,787.20		FIN/1	1303	E	Finance Director	27
							FD/1	1406	E	Fire Chief	27
							HR/1	1602	E	Human Resources Director	27
							PL/1	1701	E	Planning Director	27
							PD/1	1812	E	Police Chief	27
26	\$83,786.88	\$95,974.10	\$108,161.31	\$120,348.53	\$132,535.74	158.2%	ADM/2	1035	E	Asst City Administrator - Community Dev	27
hr	\$40.29	\$46.15	\$52.01	\$57.86	\$63.71	10.0%	ADM	1037	E	Asst City Administrator - Finance/Adm	27
bi-wk	\$3,223.20	\$3,692.00	\$4,160.80	\$4,628.80	\$5,096.80		ADM	1036	E	Asst City Administrator - Public Works	27
yr	\$83,803.20	\$95,992.00	\$108,180.80	\$120,348.80	\$132,516.80						
27	\$92,160.06	\$105,774.77	\$119,389.47	\$133,004.18	\$146,618.88	159.1%	ADM	1038	E	Deputy City Administrator	27
hr	\$44.31	\$50.86	\$57.40	\$63.95	\$70.48	10.0%					
bi-wk	\$3,544.80	\$4,068.80	\$4,592.00	\$5,116.00	\$5,638.40						
yr	\$92,164.80	\$105,788.80	\$119,392.00	\$133,016.00	\$146,598.40						
28	\$101,372.70	\$116,578.35	\$131,784.00	\$146,989.65	\$162,195.30	160.0%	ADM/1	1007	E	City Administrator	27
hr	\$48.74	\$56.05	\$63.36	\$70.67	\$77.97	10.0%					
bi-wk	\$3,899.20	\$4,484.00	\$5,068.80	\$5,653.60	\$6,237.60						
yr	\$101,379.20	\$116,584.00	\$131,788.80	\$146,993.60	\$162,177.60						